

Active Shooter/Mass Casualty Prevention, Mitigation, and Response Program

FOR LEADERS TASKED WITH ENSURING SAFETY WITHIN THEIR ORGANIZATIONS, ACTIVE SHOOTER AND MASS CASUALTY EVENTS ARE SOME OF THE WORST IMAGINABLE – AND COMPLEX – SCENARIOS FOR WHICH TO PREPARE. Not only are such events growing in scope and intensity but also in frequency, and are becoming a greater concern for organizations. And yet, many organizations see such events as unpredictable and beyond their ability to address in any meaningful way.



Kroll's security experts understand your challenges and can help.

Our wide-ranging experience, backed by independent research, has shown that organizations that plan, prepare, and train for active shooter or mass casualty events have, in fact, mitigated loss of life.

Kroll's security experts have conducted hundreds of customized security assessments as well as extensive hands-on training for organization staff members across roles and industries. Our trainers are experienced in working with people who have different physical and

psychological attributes, helping them learn the most effective ways to respond depending on the specifics of various situations. The cornerstone of all our programs is a holistic approach that enables your organization to consider and assess risk from multiple angles. Working together, we can help you build a more effective response plan, one based on facts and best practices instead of assumptions. Our ultimate goal is to help you and your staff become more confident in your collective ability to respond and keep people safe when a crisis strikes.

General characteristics of active shooter events provide a framework for how Kroll's security expertise can help organizations enhance their response plans

Active Shooter Fast Fact	Kroll Solution
<p>Active shooter situations often play out in less than seven minutes.</p>	<p>Kroll's holistic approach enables you to consider and assess risk from multiple angles, maximizing your ability to respond in a powerful, integrated way.</p>
<p>Active shooters generally plan their actions in advance; rarely are attacks a matter of someone "snapping" without warning.</p>	<p>Kroll's hands-on training includes instructing staff on how to recognize problematic behavior or signs that are precursors to violence.</p>
<p>Active shooters typically have some familiarity with the building/location where they intend to act and most likely have engaged in some pre-incident surveillance activity.</p>	<p>Kroll's security assessments focus on the importance of access control measures in preventing or limiting the movements of a shooter in and around your facilities.</p>
<p>People onsite are the first line of defense and must be prepared both mentally and physically to react until law enforcement arrives and the incident is stabilized.</p>	<p>Kroll's training and drills give staff the tools and confidence to protect themselves and others as appropriate to the situation at hand.</p>
<p>Active shooter suspects will often continue their assaults until law enforcement or civilians intervene, or the culprit takes his or her own life when confronted.</p>	<p>Kroll's incident response plans will include protocols and technical solutions for expediting notification of an incident to law enforcement. Access control measures and staff training will also focus on ways to isolate or otherwise hamper a shooter's assaults until law enforcement arrives.</p>

How Kroll Helps You

Kroll is uniquely qualified to assess and enhance your preparedness for an active shooter or mass casualty incident. Based on best practices developed from assisting hundreds of clients, our methodology integrates three phases: **Holistic Assessments**, **Customized Recommendations and Deliverables**, and **Personalized Implementation and Training**.

Holistic Assessments

Kroll will conduct an independent holistic review of your current threat environment. This includes your ability to prevent, detect, and mitigate an active shooter incident. In particular, we scrutinize three areas that are essential to preparedness:

- **Current written policies and actual practices.** We analyze and assess your organization's current policies and determine actual practices.
- **Physical environment.** We conduct facility assessments, including the physical security architecture, security guard programs, access control systems, video surveillance, and real-world state of available response capabilities.
- **Implementation obstacles.** Often, clients have great plans that are not actually implemented and tested. We determine the factors that might be impeding effective implementation.

Customized Recommendations and Deliverables

Based on the findings of our assessment, we will provide clear, pragmatic recommendations for both physical and operational security programs and policies.

One best practice that dovetails with our holistic approach is to help you create a shared culture of safety and preparedness through "whole community" involvement. To help you promote this culture, we will develop policies and programs for your organization that are easy to understand and to implement as designed. Inherent throughout our recommendations is also the understanding that active shooter and mass casualty events are dynamic in nature and require that several viable options be available to address changing circumstances.

Personalized Implementation and Training

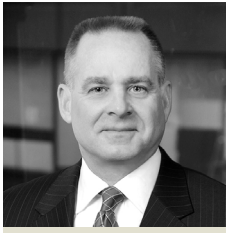
The fear and uncertainty that employees experience during an active shooter crisis can quite possibly expose them to even greater harm. And yet, very often, the success of active shooter incident prevention and response plans relies heavily on an individual's ability to recognize threats and respond effectively. For this reason, we take an active, hands-on approach in customizing safety plans and delivering personalized training for your organization.

WHY KROLL

Kroll has been the leader in providing security solutions to clients for over four decades. We have supported clients across myriad industries and geographies in all types of environments: from mixed-use skyscrapers to university campuses to industrial complexes to research and patient healthcare facilities. We bring the same principles that are foundational to ensuring physical security — such as strong access control, crisis management, and emergency planning — to mitigating active shooter and mass casualty crises.

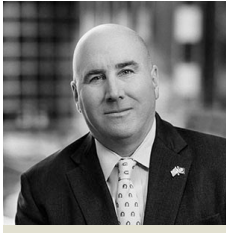
Kroll security professionals speak with the voice of experience. Our experts have served with municipal, state, and federal law enforcement agencies, as well as the military and corporate security; many have firsthand experience responding to active shooter events. They understand the complex dynamics that can affect the outcome of an attack, from the physical constraints of the environment to an attacker's psychological profile. Our real-world insight is invaluable for informing the training we provide to your organization.

Kroll Experts



Timothy Horner | Managing Director, Practice Leader | New York

With over three decades of security and law enforcement experience, Tim specializes in security consulting, crisis management, and investigations for Kroll's individual and corporate clientele. Tim brings to his clients a deep knowledge of the development, implementation, and conduct of investigations, compliance programs, threat management, travel security and executive protection. Tim joined Kroll after a distinguished 21-year career with the New York City Police Department (NYPD), retiring as a Captain. *E: thorner@kroll.com*



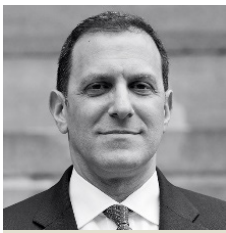
Daniel Linskey | Managing Director | Boston

Before joining Kroll, Dan was Superintendent-in-Chief of the Boston Police Department and a 27-year veteran of the force. He provided strong leadership through some of the most tragic and contentious events in the city's history, including the Boston Marathon bombings and the Occupy Movement. Widely respected for his knowledge of the complexities inherent in law enforcement and homeland security, Dan has also consulted with numerous national and international government agencies on a broad range of challenges, including large-scale event management, crisis leadership and preparedness, and community engagement strategies. *E: daniel.linskey@kroll.com*



Gregory Boles | Associate Managing Director | Los Angeles

An expert in threat management, workplace violence, and school violence, Greg has over 39 years of law enforcement and counter-terrorism experience handling complex and sensitive investigations. He served with the Los Angeles Police Department for 25 years; at the time of his retirement, he was Officer-in-Charge of the Threat Management Unit, the first specialized unit of its kind in the world. In this capacity, he managed and directed complex responses to serious and high-profile threat, stalking, and harassment cases involving celebrities, executives, and other public officials. *E: gregory.boles@kroll.com*



John Friedlander | Senior Director | New York

For over 20 years, John has directed a wide variety of security-related assignments — including security consulting services, security force management, business continuity, risk management and security management operations — for clients that include leading financial firms, property management organizations, and high-net-worth individuals. Previously, John was Director of Security for a top-tier, multi-location financial services client of a global commercial real estate services and investment management firm. In this role, he led security management and oversight of the portfolio, including senior executive offices, trading floors, data centers, critical infrastructure, and building management systems. *E: jfriedlander@kroll.com*

About Kroll

Kroll is the leading global provider of risk solutions. For more than 40 years, Kroll has helped clients make confident risk management decisions about people, assets, operations and security through a wide range of investigations, cyber security, due diligence and compliance, physical and operational security and data and information management services. Headquartered in New York with more than 35 offices in 20 countries, Kroll has a multidisciplinary team of nearly 1,000 employees and serves a global clientele of law firms, financial institutions, corporations, non-profit institutions, government agencies and individuals.

CONTACT

Timothy V. Horner, Managing Director, Practice Leader, Security Risk Management
Kroll | 600 Third Avenue | New York, NY 10016
Office +1 212.833.3366 | Fax +1 212.593.2631 | thorner@kroll.com

kroll.com

