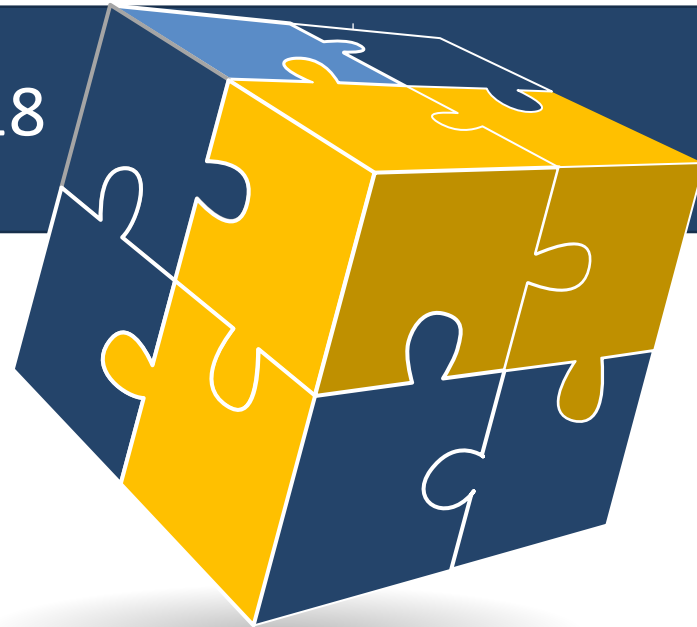October 12, 2018

ACIS – Crisis Management

DISCLAIMER

This presentation is not complete without the accompanying oral comments and discussion.

Any work product provided by Firestorm must be read in conjunction with all guidance given by national, regional and local authorities, as well as your organization's personal counsel.

Moreover, the information given and comments made in this webinar should not be interpreted as legal advice or legal opinion.

ABOUT FIRESTORM

Firestorm Solutions is a leading crisis and risk management firm and America's *CRISIS COACH*®. Since 2005, Firestorm has assisted clients in transforming crisis into value by responding to some of the largest and most complex crisis events as well as combining best-practice consulting with proven crisis management expertise.

Firestorm empowers clients to manage crisis and risk through assessments, audits, program development, training and advisory services using the *PREDICT.PLAN.PERFORM.*® methodology.

Firestorm
Transforms
Crisis
Into
Value
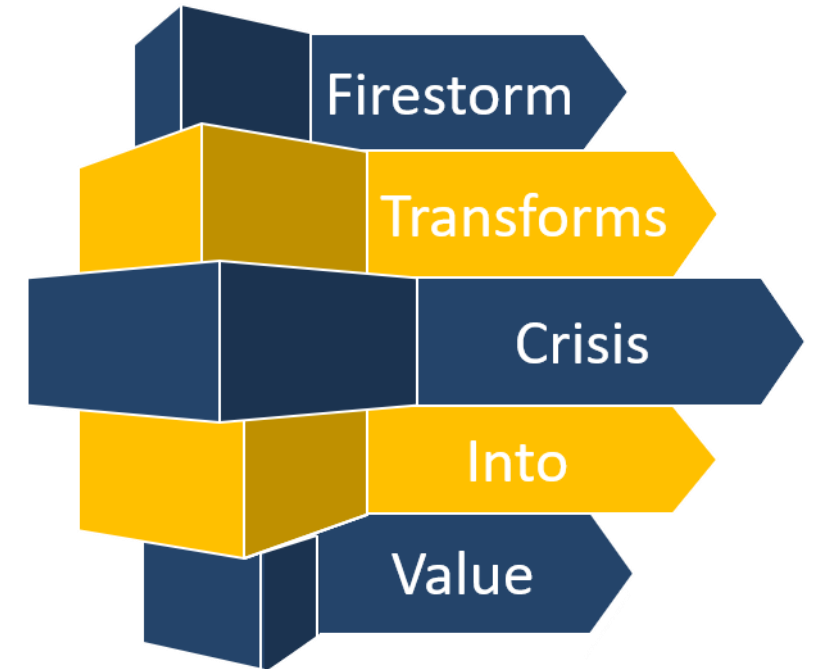
FIRESTORM SERVICES

Our services and team deliver subject matter knowledge and expertise to Firestorm and its clients.

CRISIS/RISK SOLUTIONS

Firestorm is America's CRISIS COACH®

PEOPLE SOLUTIONS

Identifying and providing top level employees along with project staffing to support client programs

SECURITY SOLUTIONS

Security assessments, the BERTHA® Program, active shooter training, and certification

PROFESSIONAL SERVICES SOLUTIONS

Performing assessments, developing plans, training people, and conducting exercises and knowing both the what and how to do in a crisis is critical

INTELLIGENCE SOLUTIONS

Includes artificial Intelligence approaches to identifying risks, threats, vulnerabilities, or behaviors of concern

ANALYTICAL SOLUTIONS

Diagnostic tools, benchmarking, metrics, data, and analysis.

ACIS Accreditation Standards – Jan 2018

A. ACIS POLICIES AND PRACTICES

1. NON-PROFIT STATUS: The school shall be incorporated as a not-for-profit organization in Colorado and shall have been granted 501(c)(3) status by the Internal Revenue Service, or equivalent form of tax-exempt status.

2. NON-DISCRIMINATION: There shall be no discrimination against any person that is in violation of Federal or State Law or regulations.

3. HEALTH & SAFETY REGULATORY COMPLIANCE: The school shall manage operations, including the maintenance of facilities and equipment, to meet applicable health, fire, safety, and sanitary standards. The school shall also maintain evidence of compliance in these areas.

4. RISK MANAGEMENT: The school shall conduct a risk assessment of all programs and operations and make changes as needed to improve safety and security for the school community. The frequency of that assessment effort shall depend on the school's risk profile and its mission.

5. CRISIS MANAGEMENT PLANS: Maintain practical crisis management plans for responding to potential incidents that occur on and off campus. This planning effort shall be guided by the school mission. Such plans shall be reviewed and adjusted as needed to remain current and effective.

6. FINANCIAL AUDIT: There shall be annual professional, opinion-level audits of school finances.

7. INSTITUTIONAL INDEPENDENCE: The school and its governance structure shall be organized with sufficient independence (from other organizations), so as to ensure

B5 POSITIVE ENVIRONMENT: The school shall be attentive to the quality of life of all members of the learning community and take appropriate actions to sustain a positive learning and social environment.

B8 CHILD PROTECTION: The school has policies and practices designed to safeguard students from physical/psychological abuse and sexual misconduct by school employees.

ACIS Standards Evaluation Guidelines Child Protection

Child protection is the common term used for safeguarding students *of all ages* from sexual misconduct and other forms of abuse by school employees or volunteers.

Physical abuse is any intentional act causing injury or trauma to another person or animal by way of bodily contact.

Psychological abuse is a form of abuse, characterized by a person subjecting, or exposing, another person to behavior that may result in psychological trauma, including anxiety, chronic depression, or post-traumatic stress disorder.

Sexual misconduct is a broad term encompassing any unwelcome behavior of a sexual nature that is committed without consent or by force, intimidation, coercion, or manipulation. Sexual misconduct can be committed by a person of any gender, and it can occur between people of the same or different gender.

The worst crisis you will see is the one that happens to you or your people or your school.

_____

Are you ready?
How do you know?

FIRESTORM
PREDICT. PLAN. PERFORM.
Since 2005

DECISION
Making in a Crisis

Most leadership teams are trained to make decisions based upon information, data, and policy.

IN A CRISIS:

➢ Information is generally wrong

➢ Data is not available

➢ Policies do not exist

➢ Command & control is lost

➢ Brand & reputation are under attack

➢ Leadership is involved and engaged personally

➢ Impacts are disproportional

➢ Events are escalating

➢ Speed is quality

➢ Issue is the center of media focus

➢ Surprise

Where do you start?

HAZARD IMPACT MATRIX											
	Probability / Certainty	Potential Impacts	Onset Speed	Forewarning	Duration	Intensity	Human Impact	Property Impact	Business Impact	Total Impact	RELATIVE RISK
EVENT	1 - Rare 2 - Unlikely 3 - Possible 4 - Probable 5 - Highly Probable	1 - Insignificant 2 - Minor 3 - Moderate 4 - Significant 5 - Catastrophic	1 - Slow 2 - Fast	1 - > 24 hrs. 2 - 12-24 hrs. 3 - 6-12 hrs. 4 - < 6 hrs. 5 - None	1 - Short 2 - Long	1 - Low 2 - High	1 - Minimal 2 - Low 3 - Medium 4 - High 5 - Severe	1 - Minimal 2 - Low 3 - Medium 4 - High 5 - Severe	1 - Minimal 2 - Low 3 - Medium 4 - High 5 - Severe	Average of Three Impact Ratings.	Higher Values indicate Higher Risk of Event Impact (Max 2500)

What's the Biggest Risk You Face?
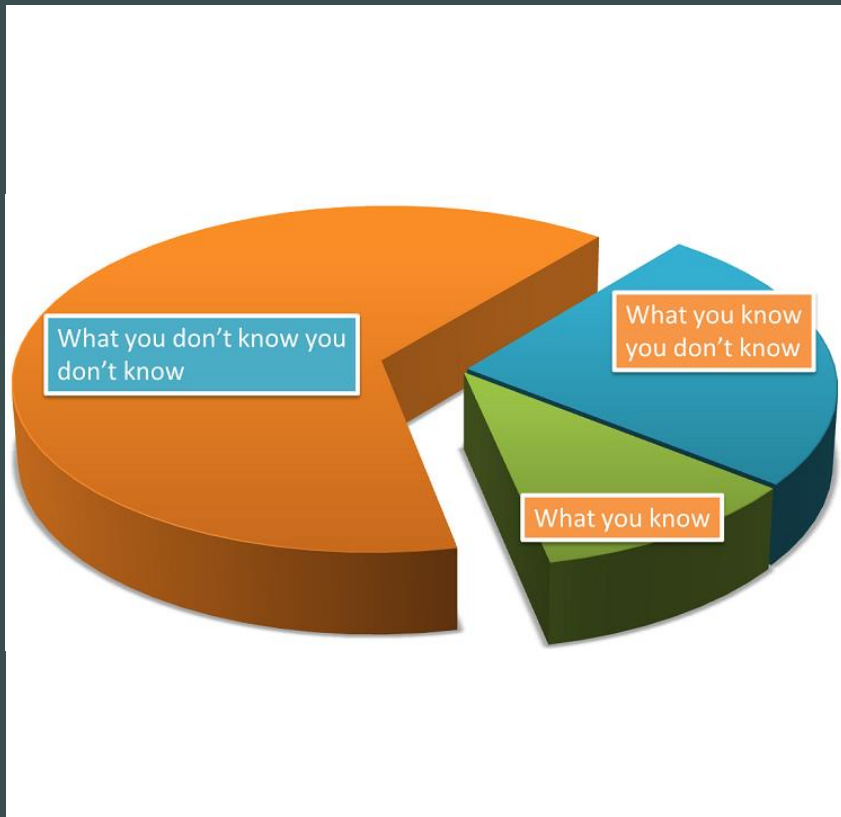
Your Intelligence Network Becomes Critical to Decisions

PURPOSE OF CRISIS-RISK MANAGEMENT PLANNING

Increase
- Increase operational control and efficiency in predicting, responding to, and controlling crisis events.

Align
- Align with standards and best practices

Promote and Enforce
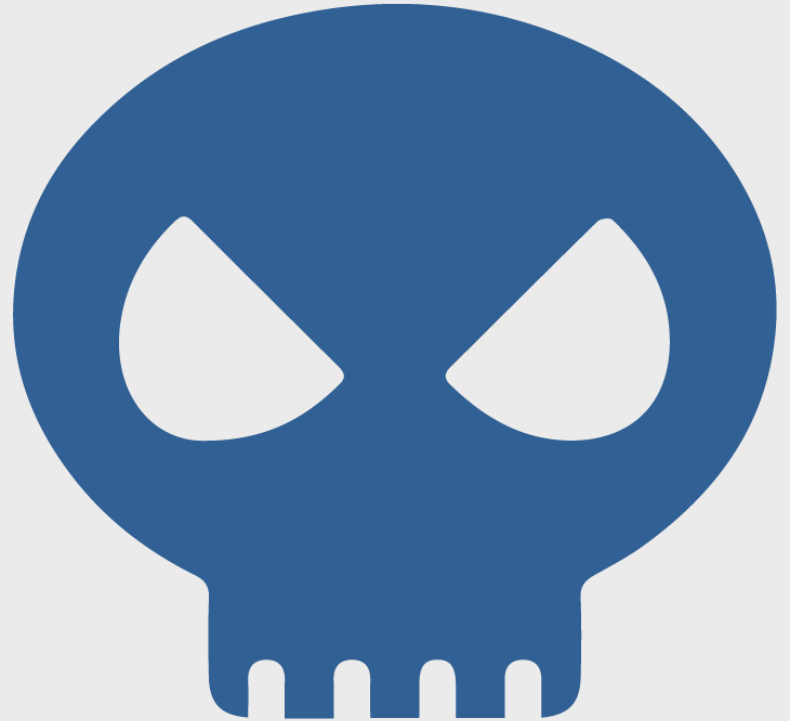- Promote and enforce a culture of readiness

Accelerate
- Accelerate return to normal operations

Critical Assets

1

Leadership's responsibility is to protect critical assets (people, property, information, and brand/reputation) and the overall viability of the organization.
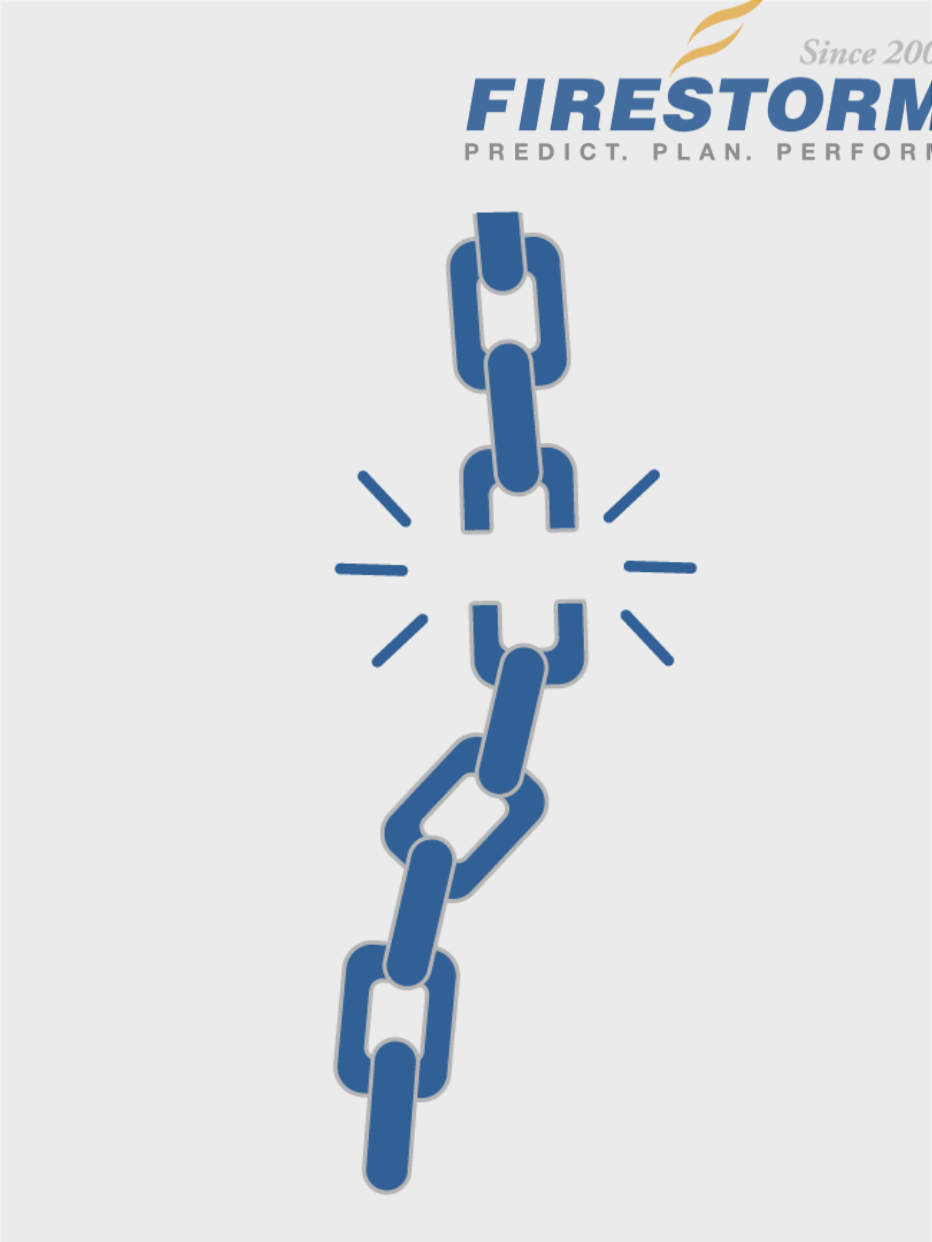
Threat

2

A threat is any person or thing that has the potential to harm one of those critical assets.

Vulnerability

3

Threats often exploit a vulnerability - a weakness or gap in our ability to recognize and respond to those threats.

Risks

4

Risks are found where all 3 of those things – assets, threats and vulnerabilities – overlap. Risks are the potential loss of, or damage to, a critical asset caused by a vulnerability being exploited by a threat.

Triggers

5

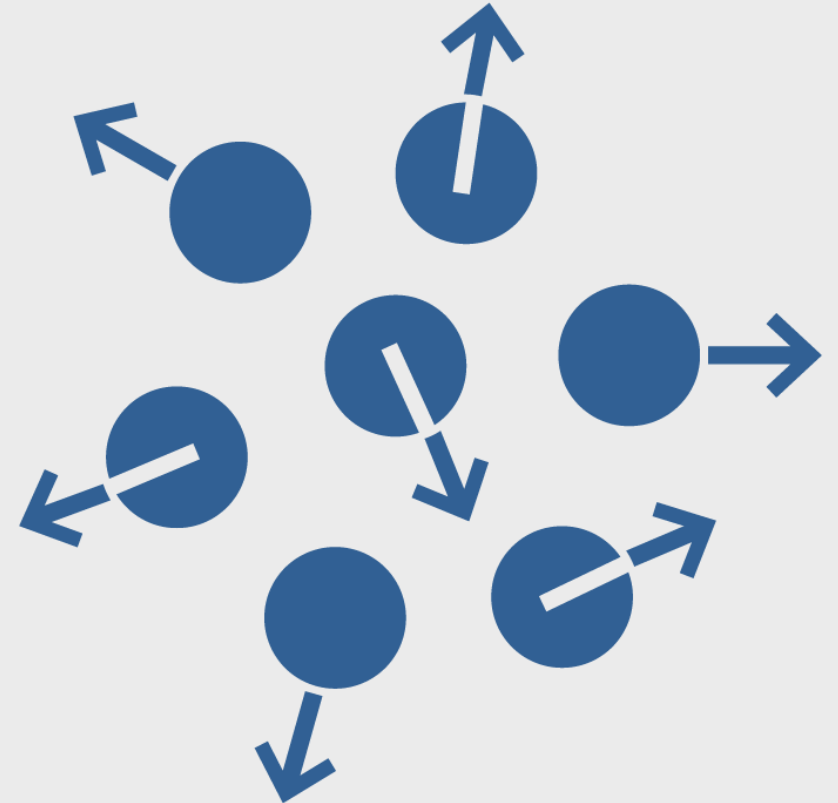Triggers are the indicators that a potential event has happened or may happen.

TRIGGERS!

FIRESTORM®
PREDICT. PLAN. PERFORM.
Since 2005

Event

6

Since 2005

FIRESTORM®

PREDICT. PLAN. PERFORM.

An event occurs when a risk becomes a reality and actual loss or damage of a critical asset occurs.

Crisis

7

A **crisis** is a sudden, generally unanticipated event that can materially and adversely impact the organization's stakeholders, brand, reputation, trust and/or strategic goals.

Where do you start?

What do you need to do right now?

What do you need to have in place?

Building a Comprehensive Program

PREDICT.
Understand the vulnerabilities, threats, and impacts

PLAN.
Develop policies, processes, and procedures

PERFORM.®
Implement viable solutions, training, and testing

FIRESTORM®
Since 2005
PREDICT. PLAN. PERFORM.

Test Exercises

Why Test?

- Familiarize leadership with plans and working as a team
- Identify weaknesses
- Stimulate changes
- Locate errors committed during testing
- Provide insights
- Obtain Buy-in
- Utilize 'lessons learned" in updates

How to Transform Crisis Into Value

Successful Crisis Management Hinges on:

➢ **Establishing** Command and Control - Appoint a General.

➢ **Ensuring** victim and their family receive accurate information <u>directly from you</u>.

➢ **Attending** to the victim's and family's needs. All of them.

➢ **Identifying** vulnerabilities, exposures, & consequences.

➢ **Identifying** all stakeholders you need to communicate with. If you miss one, consequences could be catastrophic.

➢ **Preparing** messaging for all stakeholders.

➢ **Monitoring** merged media.

➢ **Training** spokespersons (and everyone else) on the 'No Press' strategy.

How do you assess the Crisis-Risk Level?

Events that trigger one or more of these emotional responses tend to have a greater risk of crisis escalation.

| OUTRAGE	FAULT	FEAR
OUTRAGE = Have people expressed outrage or is there potential for people to become outraged? (shocking, offensive, despicable, crazy, shameful, beyond belief, & extreme)	**FAULT** = Are people casting blame against us? (responsibility, culpability, accountability, & liability)	**FEAR** = Are people afraid as a result of the event? (panic, alarm, terror, dread, anxiety, horror, & concern)

Assess Threat Level
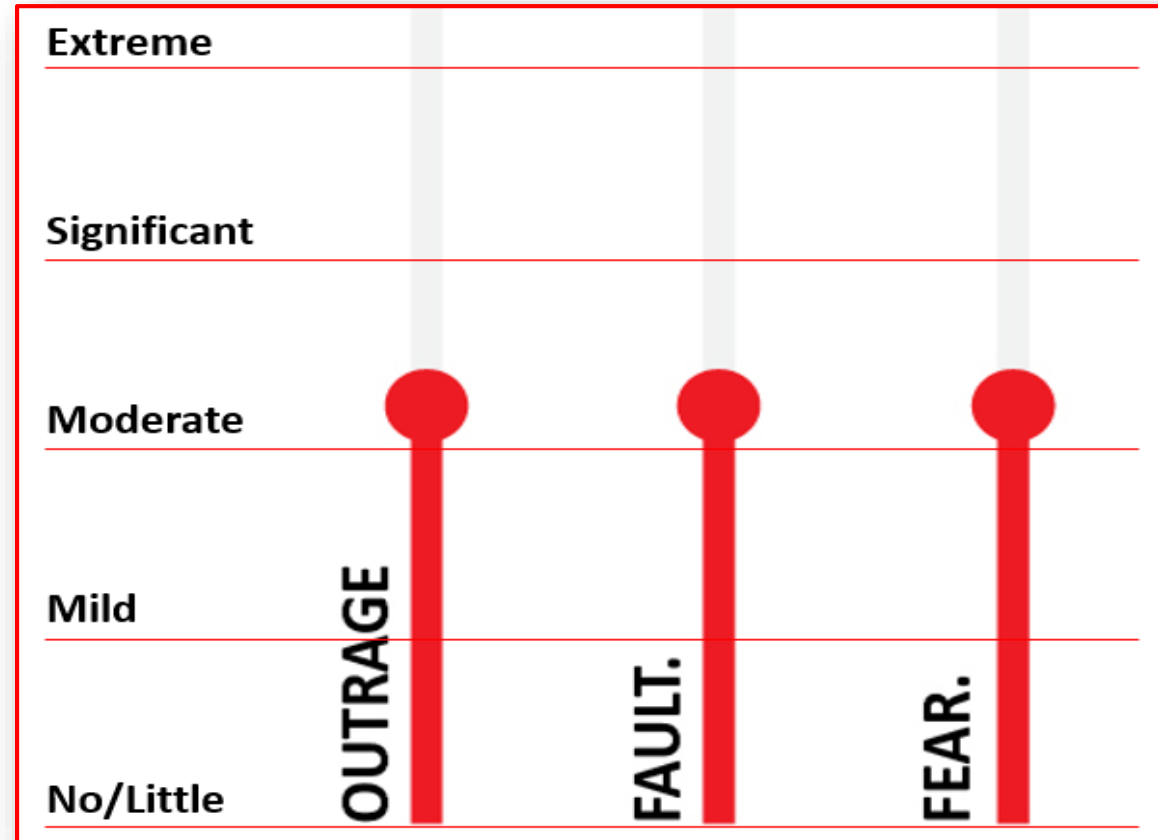
Determine Crisis-Risk Scope

The *broader the reach*, the *faster the acceleration*, and *the more significant the context*, the more likely it is that a crisis event will become strategic.

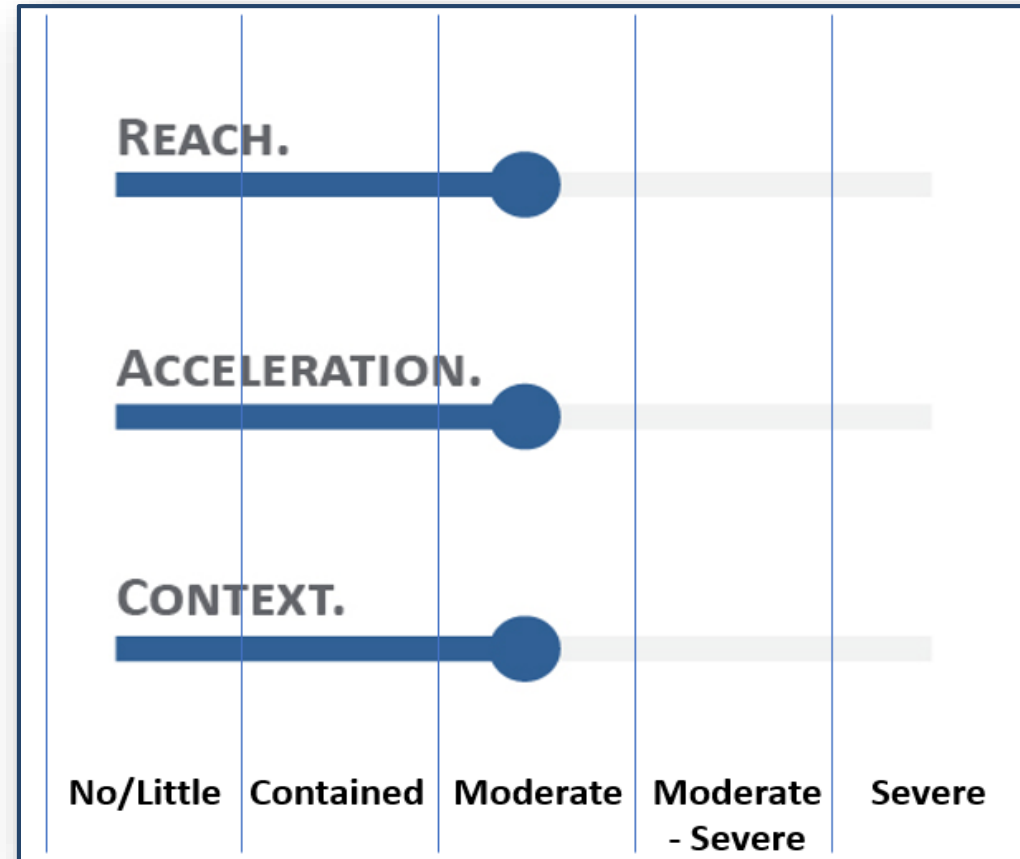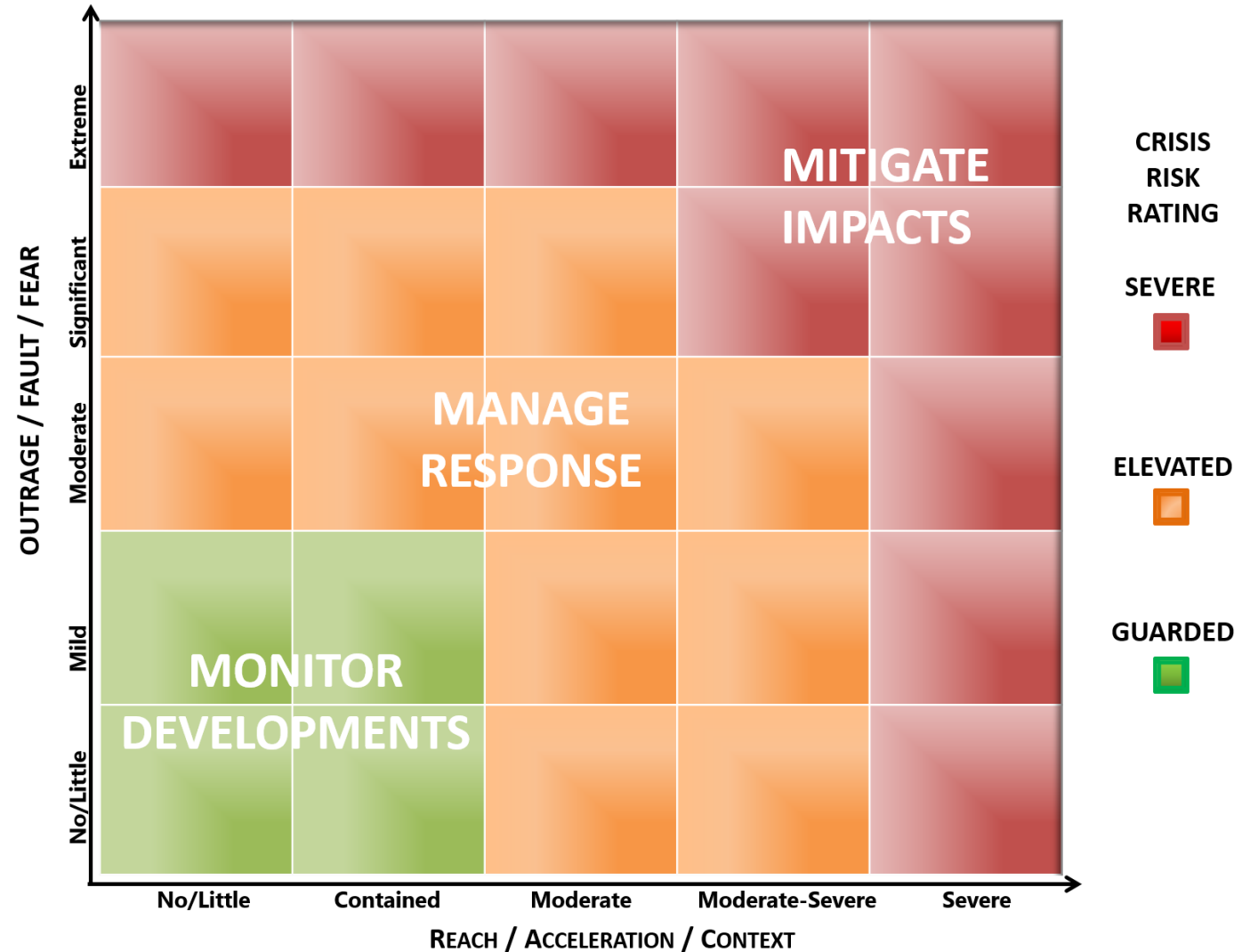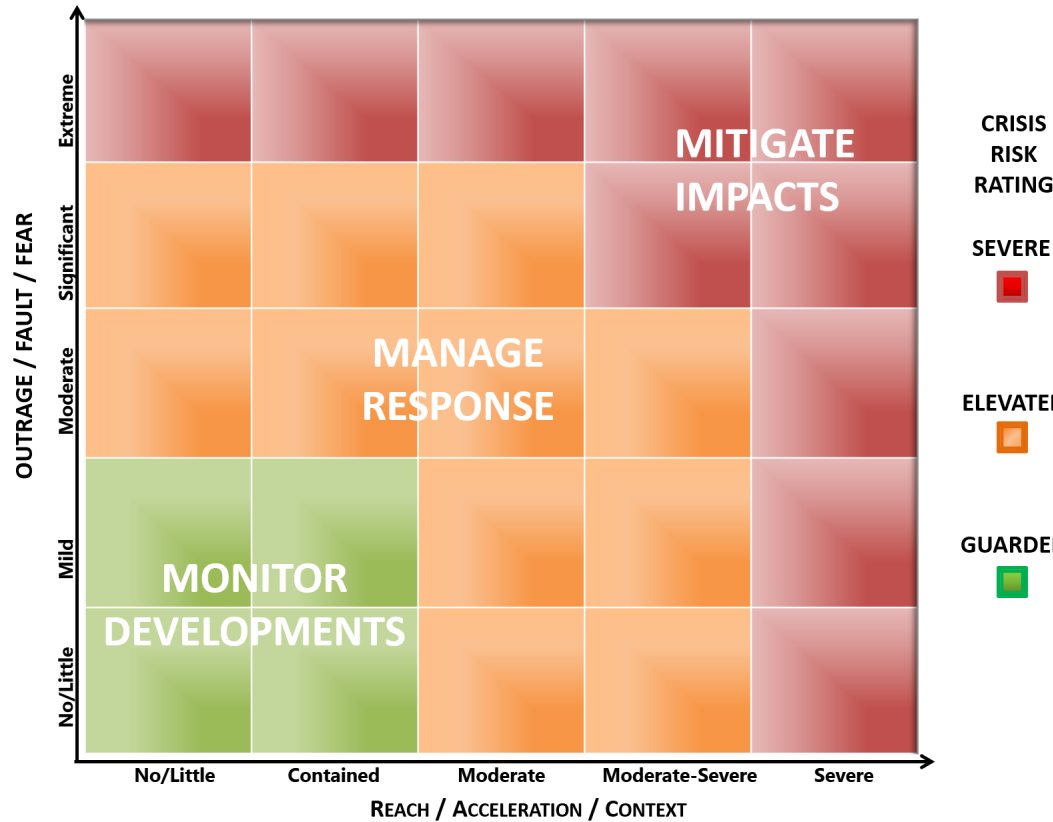|	
REACH	Volume, Source (e.g. impact to 10 customers, 10,000, 10 million)
ACCELERATION	Rate of change in volume or activity (e.g. increased media focus)
CONTEXT	Significance, magnitude (e.g. lead story of major media outlets, impact to earnings)

Determine the scope of the Crisis-Risk.

What seems *"__OFF__"*

Use the Crisis-Risk Categorization Matrix to determine the Crisis Risk Rating.

Adjust the response as risk factors change.

Crisis-Risk Rating

MITIGATE IMPACTS

MANAGE RESPONSE

MONITOR DEVELOPMENTS

OUTRAGE / FAULT / FEAR

Extreme

Significant

Moderate

Mild

No/Little

No/Little   Contained   Moderate   Moderate-Severe   Severe

REACH / ACCELERATION / CONTEXT

CRISIS RISK RATING

SEVERE

ELEVATED

GUARDED

PREDICT. PLAN. PERFORM.

Since 2005

FIRESTORM®

CRISIS RISK RATING

SEVERE

ELEVATED

GUARDED

Chart axes: OUTRAGE / FAULT / FEAR (Extreme, Significant, Moderate, Mild, No/Little) vs REACH / ACCELERATION / CONTEXT (No/Little, Contained, Moderate, Moderate-Severe, Severe)

Regions: MITIGATE IMPACTS, MANAGE RESPONSE, MONITOR DEVELOPMENTS

Severe Level

Available information suggests there are confirmed impacts on the organization. Immediate intervention to manage and mitigate crisis risk is warranted. Next steps: **Mitigate Impacts:**

– Focus on Decisions, Actions, and Words.
– Lead strategic response.
– Engage a 3rd party Crisis Management Professional to advise, validate, and support mitigation.
– Re-evaluate the Crisis Risk Rating throughout the event.

Elevated Level

Available information suggests that there is a heightened and/or probable risk of crisis impacts to the organization. Coordination is critical. Next Steps: **Manage Response:**

– Coordinate strategic response.
– Consider consultation with a 3rd party Crisis Management Professional to advise on managing response.
– Re-evaluate the Crisis Risk Rating throughout the event.

Guarded Level

Available information suggests that, although there may be no indication of urgent or imminent risk at the current time, the potential cannot be ruled out. Next Steps: **Monitor Developments:**

– Implement monitoring capabilities.
– Consider how the event could escalate due to changing circumstances.
– Re-evaluate the Crisis Risk Rating throughout the event.

DECISIONS, ACTIONS, & WORDS

In a Crisis in the **First Hour**, what are:

The **DECISIONS** *you* make;

The **ACTIONS** *you* take; and

The **WORDS** *you* say

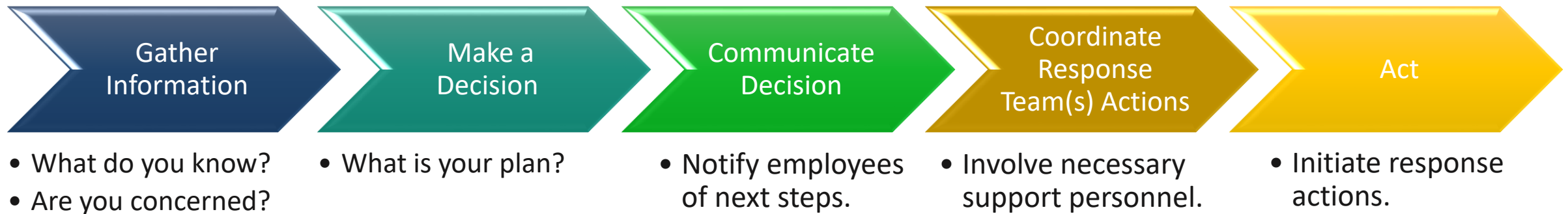A crisis is **not** business as usual; it is business as **unusual**.

QUESTIONS:

Are you ready?
How do you know?
Are you sure?

Managing Disruptive Events

Gather Information	Make a Decision	Communicate Decision	Coordinate Response Team(s) Actions	Act
• What do you know? • Are you concerned?	• What is your plan?	• Notify employees of next steps.	• Involve necessary support personnel.	• Initiate response actions.

CRISIS STRATEGY QUESTIONS

- What occurred?
- What is known?
- What will happen next?
- What are you concerned about?
- What is the plan?
- What should be monitored?
- What are the metrics?
- What are the 3 key messages?
- Who is the spokesperson?
- What training has he/she had?
- What are the threats/risks/vulnerabilities?
- Who are the internal & external stakeholders?
- What are their agendas?
- Is engagement by legal counsel needed?
- What is the Records Retention Policy to use during and after the crisis?

Copyright Firestorm Solutions, 2018

Initial Crisis Management **ACTIONS**

Identify

- What Happened
- Key Information Contacts
- Stakeholders
- Spokesperson
- Risks/Vulnerabilities
- Brand Supporters
- Brand Detractors
- Future Media Triggering Events

Establish

- Command & Control
- Who is going onsite
- Move Forward Plan
- Social Media Monitoring
- Electronic & Print Media Monitoring
- Social Media & Internet Sites

Provide

- Initial messages
- Updated Message Maps
- Crisis Communications Training
- Investigation Resources
- Status Call Updates
- Event Monitoring
- 24/7 Call Center

WORDS

EXPLAINING = LOSING

When a crisis unfolds, how do you balance the pressure to take immediate steps to communicate a response and the time needed to properly gather information?

The Three "Cs" of Crisis Communication

- **Coordination** - Communicate internally to direct coordination activities regarding response and recovery.

- **Crisis** - Provide communications to address the potential crisis impacts on brand and reputation.

- **Compliance** - Meet communications responsibilities related to compliance notification to those parties who are impacted (or potentially impacted). These communications serve the dual purposes of notification and remedy actions to mitigate or prevent potential impacts.

INTELLIGENCE SOLUTIONS

In order for a comprehensive Intelligence Network program to be effective, possible threats must be clearly understood, discussed, documented and categorized. These activities – those both common and unique to each organization, event or situation – include identifying communication escalation points, defining intervention procedures, and escalation actions and alert workflows.

While there is no guarantee that every threat or warning sign will be detected, intelligence monitoring will play a critical role in keeping people and property safer.

Risk Profile

Threat Alert Workflow Design

OBSERVE & REPORT

Contextual Analysis

Hotwash

Most professional are trained to make decisions based upon information, data and policy.

In a crisis however:
- Information is generally wrong
- Data is not available
- Policies do not exist
- Command and control is lost
- Brand and reputation are under attack
- Leadership is involved and engaged personally
- Impacts are disproportional
- Events are escalating
- Speed is quality or even survival
- You are the center of media focus

Post Event Commentary…

I knew that was going to happen…

I reported it, but no one did anything…

Something about him wasn't right…

You should have seen the things he posted…

People Know !

Warning Signs:

Almost every disaster, incident of school or workplace violence, and act of terrorism was preceded by warning signals.

In today's social media world everyone talks.

If there is something going on in your organization, it is likely that someone, outside of the perpetrator or victim, knows or has witnessed some warning sign.

Every organization must have a predictive intelligence process that monitors all forms of communication.

- Facts change and rumors surge before, during, and after a crisis in today's world.

- The Internet provides access to open-source information related to behaviors of concern and emerging events.

- Without access to real-time intelligence, leadership may miss opportunities to stop a crisis.

- As a result, poor decisions are made, the wrong actions are implemented, and critical communications are missed.

- Waiting to activate an intelligence capability until after an event may negatively impact your liability, brand and reputation, people, and operations.

Threatening Behavior vs. Behaviors of Concern
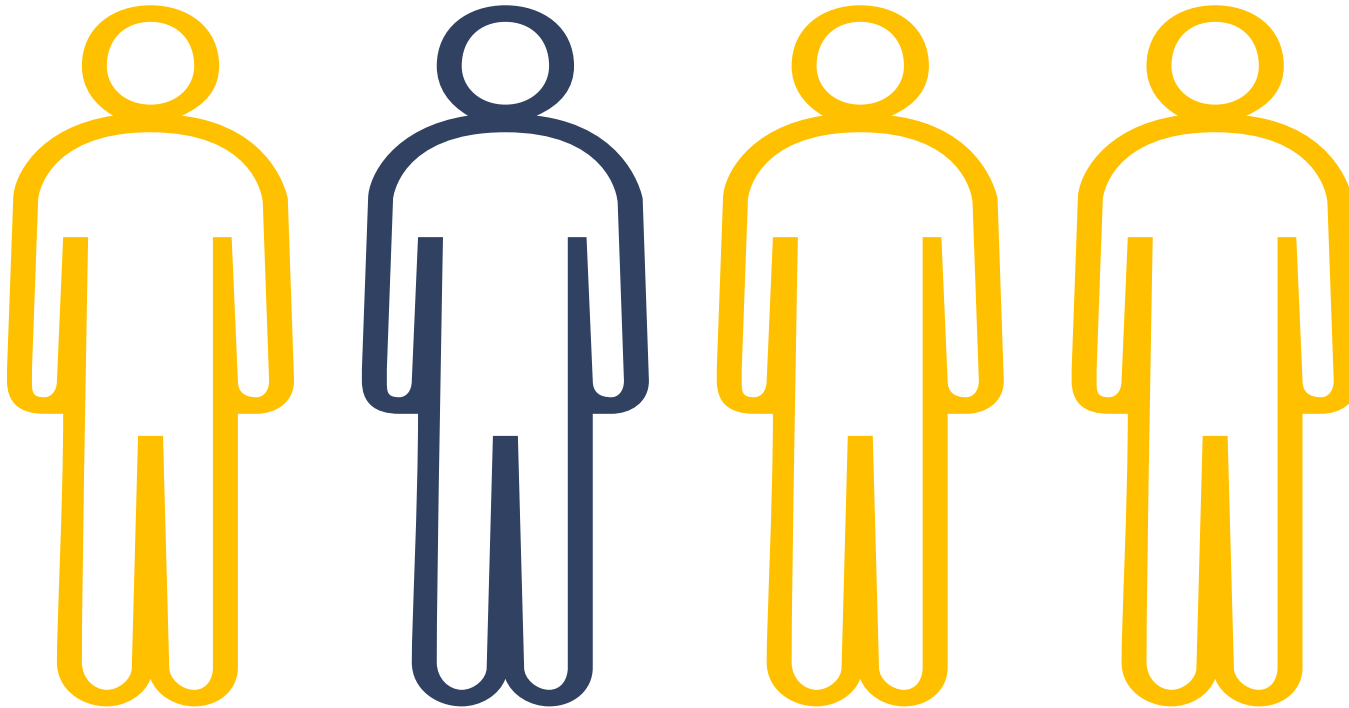
What
is the
difference?

Behaviors of Concern
Red Flags: Some Are Clear

WARNING

Comments about suicide: They are never a joke! Even if the person says so right after.

WARNING

Intimidating comments about hurting someone else

WARNING

Fits of rage

WARNING

Destroying property

Threatening Behavior is Clear

- Bullying or Victim of
- Cyber Bullying or Victim of
- Fights/Violence
- Stalking/Cyber-Stalking
- Destruction of Property
- Threats *(verbal, physical)*
  - **Direct** (specific – who, what, when, and where)
  - **Conditional** ("If I don't get what I want…..")
  - **Veiled** (implied, but doesn't explicitly threaten)
  - **Indirect** (lacks specificity)
- Weapon at work

Behaviors of Concern
Red Flags: Some May Not Be As Clear
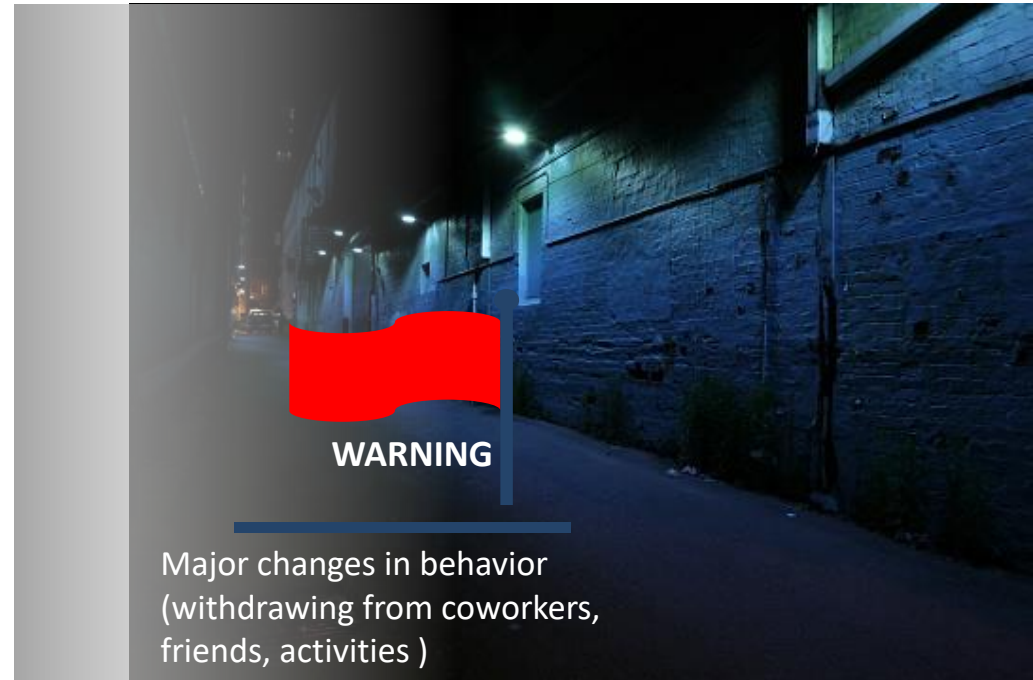
WARNING
Fascination with weapons, past criminals or violence

WARNING
Depression

WARNING
Substance abuse-drugs/alcohol

WARNING
Suspected abuse in the home

WARNING
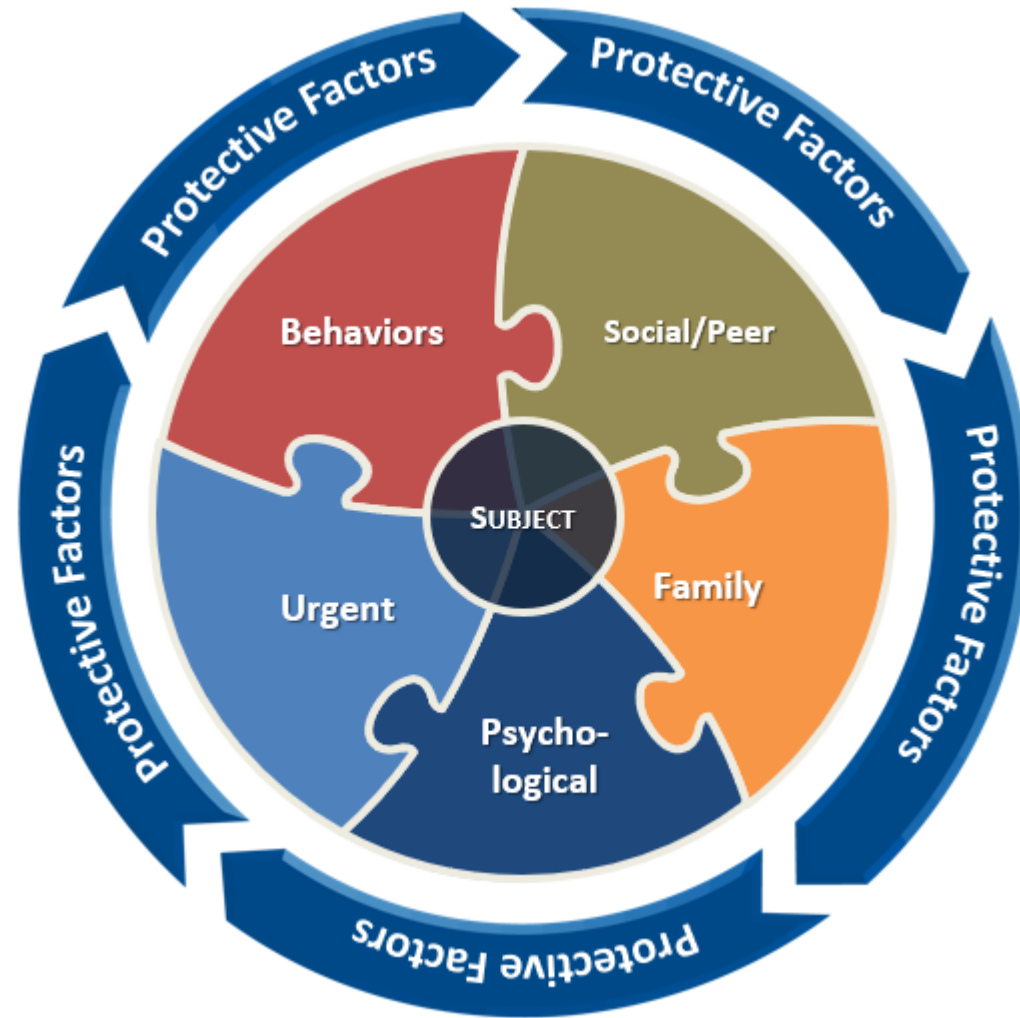Major changes in behavior (withdrawing from coworkers, friends, activities)
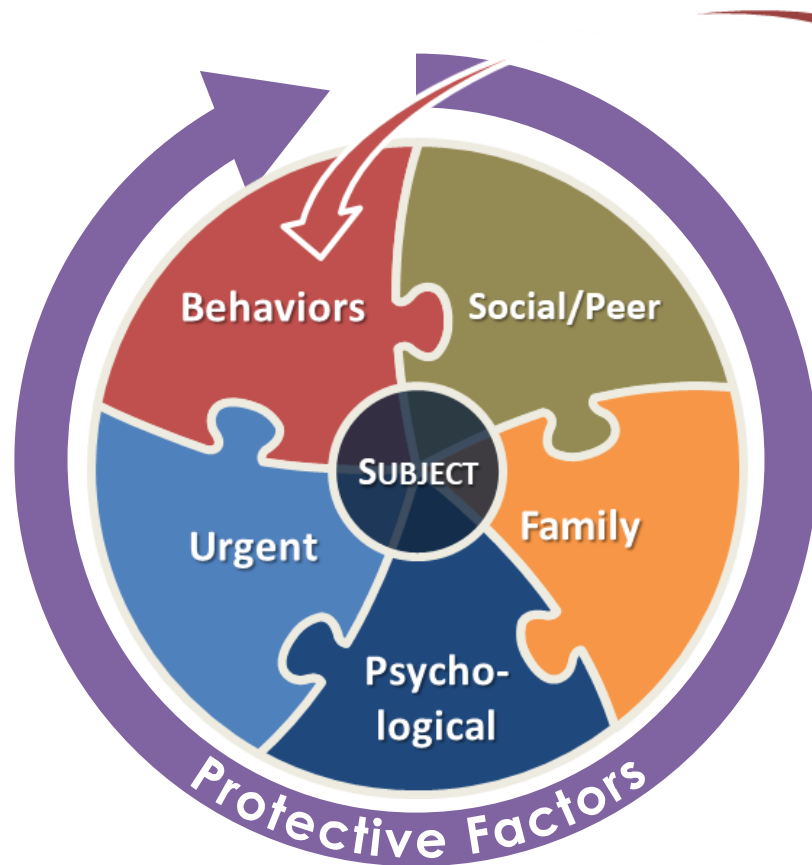
Behavioral Snapshot

Behavioral Risk Factors/ Warning Signs

Behavioral Snapshot: Behaviors of Concern

Behaviors
- History of discipline problems
- Access to/possession or use of firearms
- Takes criticism poorly; can't let it go
- Dramatic change in work performance
- Consistent, poor relationships
- Preoccupation with policies & procedures; perceived to be unfair
- Sends concerning emails/ texts; makes concerning phone calls
- Direct/indirect threatening communication;
- Verbal statements, drawings, or writings with violent themes
- History of violence, anger, or aggressive behavior
- Acts of harassment/sexual harassment and/or intimidation
- Drug/alcohol abuse
- Poor hygiene/appearance/ physical decline

NEWS

Gunman kills 2, himself in Houston workplace shooting

By Joe Tacopino   December 29, 2017 | 8:47pm

Former co-worker kills 2 at auto body shop before killing self in SW Houston

The gunman did contract mechanic work for the business, but hadn't worked there in at least a year.

Stewart said he was started to unravel and looked physically sick.

"He quit. He stopped working on cars. He really wasn't doing a lot. I just watched his life dwindling down. He lost his apartment. He was sleeping in his car," Stewart said.

Behavioral Snapshot: Behaviors of Concern
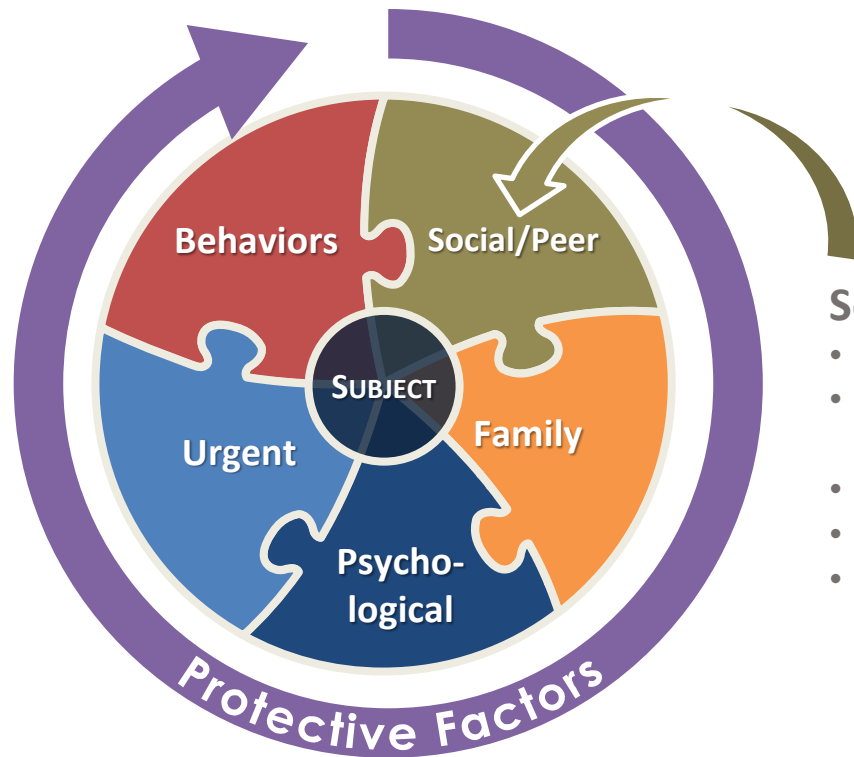
Social/Peer

- Holds a grudge
- Odd erratic behavior that creates fear in others
- Intolerant of differences
- Social withdrawal
- Victim of bullying or violence

- Identification with violent groups
- Angry/threatening statements on social media
- Name calling/abusive language
- History of poor response to limit setting, rules, regulations

CBS2's Tom Wait reports the shooter was a partner at the firm of Perona, Langer, Beck, Serbin, Mendoza and Harrison — which reportedly acquired the Larry H. Parker law firm years ago and shared the building. Wait reports the shooter was recently fired.

The apparent disgruntled and estranged partner went to the offices as staffers were wrapping up a holiday party. Wait's source says when the gunman showed up he told lower-level employees to leave the building but kept his two victims inside — then opened fire.

Behavioral Snapshot: Behaviors of Concern
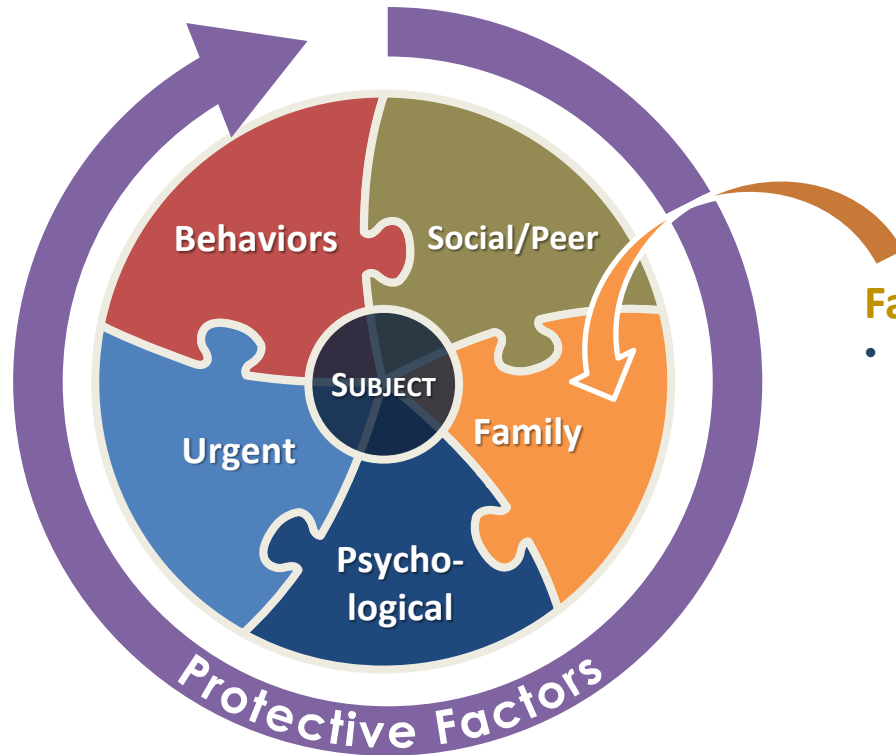
Family
- Suspected or confirmed abuse in the home

- Change in status: divorce/child custody/ financial
- Multiple losses

Kansas shooting: Gunman kills 3, wounds 14 at lawn care company

"Everybody says it can't happen here," Walton said. "And here we are. It happened here."

Perpetrator [edit]

Cedric Larry Ford (c. 1978 – February 25, 2016), a painter for Excel, was identified as the shooter. A native of Miami, Florida, he was on probation for a series of convictions in Miami and living in Newton at the time of the shootings.[3][9][25]

Cedric Larry Ford.

Ford had a criminal record stretching back to October 1996, when he was arrested for carrying a concealed firearm at the age of 18.[25] In Harvey County, Kansas, Ford was arrested for drug possession, theft, and parole violation.[3] Ford also had a misdemeanor conviction in relation to a brawl that occurred in 2008, as well as several traffic violations in 2014 and 2015.[24] He was also arrested in Broward County, Florida for resisting arrest, battery, and grand theft.[3][26]

Prior to the shootings, on February 5, Ford's girlfriend accused him of assault and domestic violence, and issued a restraining order against him.[9][23][24] The order was given to him on February 12, during which he "acted annoyed but not out of the ordinary", according to the police sergeant who served him the papers. However, because a sheriff's deputy failed to return the document on time, the order had to be served to Ford a second time.[27] The second order was given to him on around 3:30 p.m. on the day of the shootings and may have been what sparked the event.[7][28]

On June 8, an autopsy on Ford's body indicated high levels of methamphetamine and alcohol in his system. He had "more than 135 times the standard dose" of meth at the time of his death. According to an expert, "[t]he combination of meth and alcohol can produce psychosis, delusions and an increased likelihood of acting on one's impulses".[29][30]
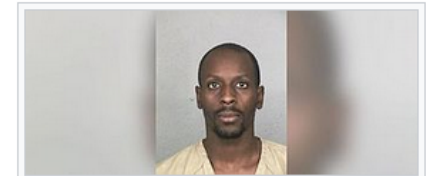
Behavioral Snapshot: Behaviors of Concern
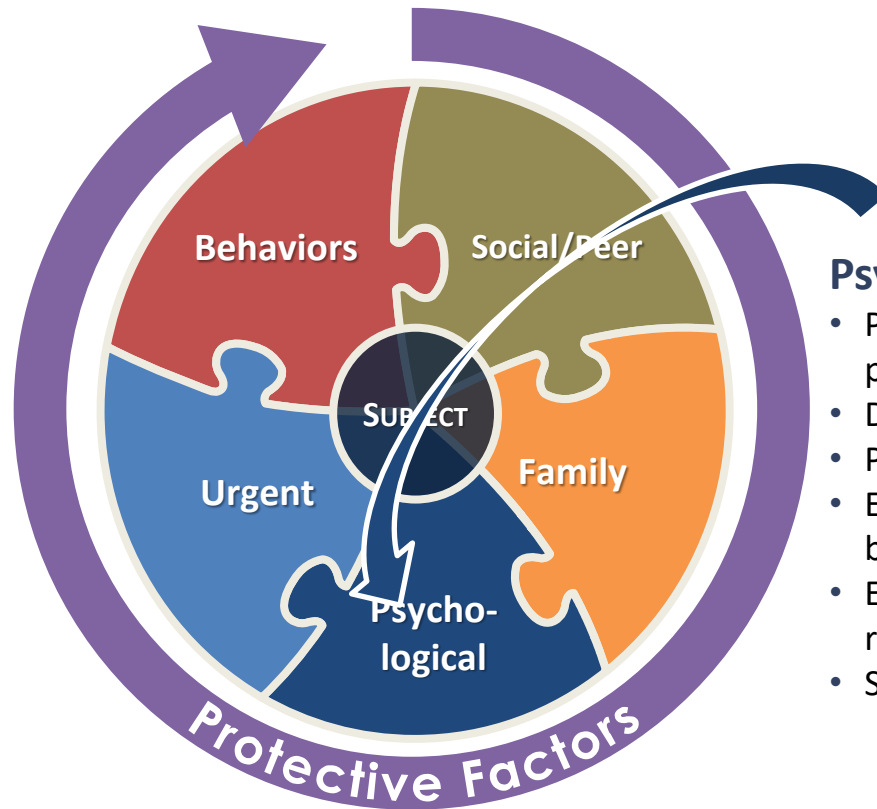
Psychological

- Paranoid thoughts/feelings of persecution
- Delusional thinking
- Poor coping skills
- Excessive feelings of isolation or being alone; hopelessness
- Excessive feelings of rejection/shame
- Sense of entitlement

- Suicidal/homicide thoughts
- Mood disorder
- Preoccupation with weapons
- Fascination with violent fantasy or ideation
- Pattern of under-controlled anger
- Pattern of over-controlled anger
- Feelings of being bullied, picked on and persecuted

Police: 3 dead in McMinn plant shooting, including gunman

Travis Dorman, USA TODAY NETWORK - Tennessee   Published 4:26 p.m. CT Sept. 22, 2016 | U

Police identified the victims as James A. Zotter, 44, and Sandra H. Cooley, 68, bo
supervisors at the plant. The shooter, Ricky Swafford, 45, had become angry dur
meeting earlier in the day, left and came back with a gun, police said.

It is with heavy hearts we must confirm that earlier today, there was a shooting incident at our Athens,
Tennessee plant, and three of our colleagues lost their lives. The situation is now under control and the
Athens police department, McMinn County Sherriff's Department, and Tennessee Bureau of
Investigation (TBI) are all currently on the scene. Athens Police and the TBI are leading the investigation
and are preparing to release more information soon. Both ABB global and local security teams are
working with authorities to cooperate and assist in the investigation. Our leadership from ABB and
Thomas & Betts are currently on their way to Athens, and counselors and support staff will be available
to all employees. We thank all the members of law enforcement and first responders for your service.
We ask that you join us in keeping all of our employees, our colleagues in Athens, the families of the
victims, and the community of Athens in your thoughts and prayers during this difficult time.

Thomas & Betts
@TNBCorporate

9:31 PM - Sep 22, 2016

♡ 44   💬 20 people are talking about this

> **Caller:** "Okay, come up front. The shooter's up front now, please hurry. He's up here."
>
> **Dispatcher:** "Okay, who is he? Has he still got the gun?"
>
> **Caller:** "Yeah, and hurry up."
>
> **Dispatcher:** "Okay. Can you tell me who he is, can you describe him to me?"
>
> **Caller:** "No."
>
> **Dispatcher:** "What kind of gun does he have?
>
> **Caller:** "I don't know."
>
> **Dispatcher:** "What kind of gun does he have?"
>
> **Caller:** "I don't know."
>
> **Dispatcher:** "Is it a handgun?"
>
> **Caller:** "Yes, but please hurry. He's outside our door."

Behavioral Snapshot: Behaviors of Concern
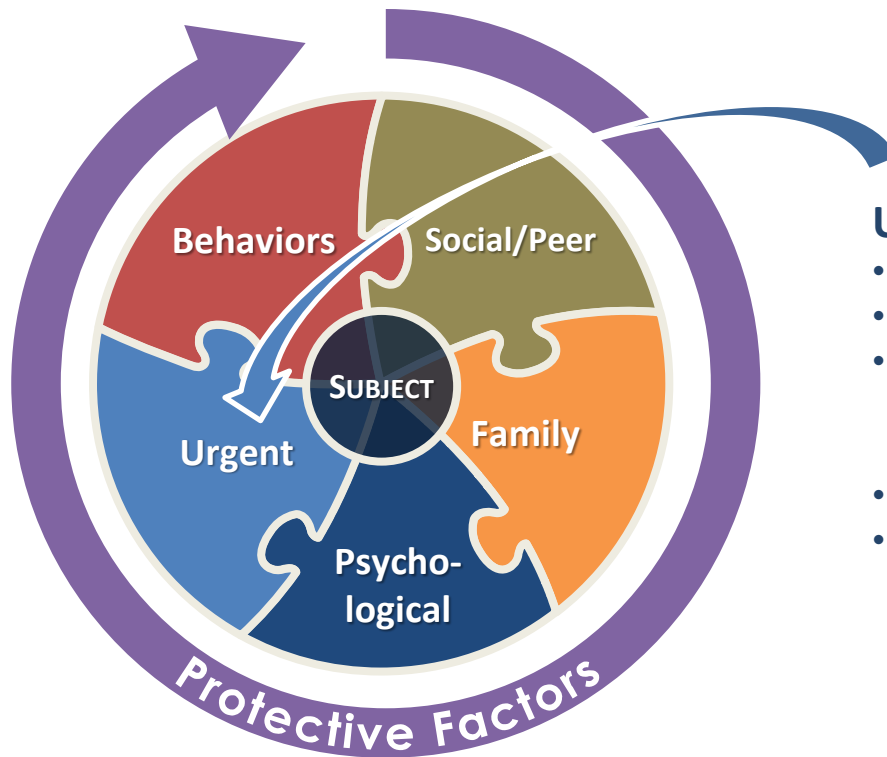
Urgent

- Brandishing a weapon
- Direct threat of violence
- Fighting with coworkers, peers or family that did/could have resulted in serious injury
- Severe destruction of property
- Severe rage for seemingly minor reasons
- Self-injurious behavior or threats of suicide
- Stalking/cyber stalking
- Suspended/Terminated Subject seen on premises
- Attempted suicide

$38 million ruling in Kraft plant shooting

NORTHEAST PHILADELPHIA (WPVI) --
A Philadelphia jury awarded more than $38 million to the families of two women killed by a coworker at the old Kraft Food plant in Northeast Philadelphia.

It happened in September of 2010, when Yvonne Hiller carried a .357 Magnum into the factory and shot two women Hiller had argued with.

The lawsuit targeted US Securities, the firm that provided guards for the plant.

Testimony showed the unarmed security guards failed to warn employees that Hiller had a gun.

Protective Factors

- Personal attachments
- Interests outside of school
- Respects authority
- Positive coping skills
- Takes responsibility

Where do you start?

What do you need to do right now?

What do you need to have in place?

Training for all staff on *"behaviors of concern"*

A Behavioral Management Team that is trained to review and understand behaviors and what needs to be done.

An open source intelligence monitoring program that allows the leadership and your BMT understand what is being said and receive early warnings from social media postings?

An anonymous reporting tool for notifying when a behavior is observed.

A central repository where all reported behavior gets logged

A detailed process for developing action plans to monitor individuals identified as needing assistance.

Left Flyer

Almost every violent act is preceded by

WARNING SIGNALS

Actions — whether in the form of words, physical behaviors or online postings — **cannot be overlooked.**

Firestorm will design a program to help identify foreseeable risks throughout your organization.

By using Predictive Intelligence, organizations may determine if there are looming threats.

We use a combination of Predictive Intelligence tools and Firestorm seasoned and experienced practitioners. Approaches can be implemented that identify what is being said in social and traditional media in **real-time, not hours or days later.**

Through the combination of leading Predictive Intelligence and seasoned and experienced practitioners, **lives can be saved.**

Firestorm monitoring design uses **key 'indicators,' phrases, and words** to surface open-source, social conversations and provide 24/7 alerts.

Firestorm establishes a 'risk profile' to **identify the potential threats** *before* harmful actions are taken.

We then employ **deeper virtual investigation** design approaches to avoid potential threats.

Does your organization have a clear reporting structure for observed behaviors of concern?

Does your organization already have a way to collectively organize warning signs into one central location?

Are employees given the ability to anonymously report incidents occurring in the workplace?

Firestorm Predictive Intelligence Team

Utilizing a third-party Predictive Intelligence team, such as Firestorm, leverages broad experience and practical application of the team's experience.

Firestorm aggregates key information, creating a full picture of issues. We will assist in **connecting the dots of behaviors of concern** in an unbiased way, creating a safe workplace environment for employees and protecting property.

About Firestorm

Firestorm® Solutions, a division of Novume™ Solutions (NASDAQ:NVMM), is a leading crisis and risk management firm and America's *Crisis Coach®*. Since 2005, Firestorm has assisted clients in transforming crisis into value by responding to some of the largest and most complex crisis events as well as combining best-practice consulting with proven crisis management expertise. Firestorm empowers clients to manage crisis and risk through assessments, audits, program development, insurance partnerships, training and advisory services using the Predict.Plan.Perform.® methodology.

Contact Firestorm

firestorm.com | (800) 321-2219

1000 Holcomb Woods Parkway, Suite 130
Roswell, GA USA 30076

Right Flyer

FIRESTORM®
PREDICT. PLAN. PERFORM.
Since 2005

Predictive, Open Source Intelligence Design

Can your organization **connect the dots** before it's too late?

@Rick_23 | Nov. 12, 2017
This company sucks. I should fix this place the old fashioned way

@Rick_23 | Dec. 20, 2017
My boss will be lucky to make it to the weekend alive, I can't stand the woman.

@Rick_23 | Jan. 3, 2018
I was just fired from my job. Happy New Year to me...

@Rick_23 | Jan. 4, 2018
I don't deserve this. I'm going to make everyone pay. Starting with the person who fired me.

Forewarned is Forearmed

How many times — after a deadly weapon violence event — have we read news that describes missed behavioral signals, the "cry for help" expressed beforehand by a perpetrator?

While there is no definitive behavioral truth, **many perpetrators of workplace violence exhibit common warning signals and behaviors of concern long before they act violently.**

More than **2,000,000 acts of violence are reported annually,** with incidents ranging from verbal threats to use of weapons to physical violence.

CONTACT US NOW
firestorm.com or (800) 321-2219

Firestorm strives to identify threatening messages before they become actions. Simply having a "tool" is not enough; expertise and experience in designing the search focus of the tool(s) are needed to capture the nuance of social intelligence gathering.

Firestorm has this experience, and has created strong alliances with providers of social intelligence gathering.

Firestorm will partner with you to structure investigative intelligence custom to your organization, facilities, clients and people.

Moreover, at Firestorm, we understand that a cost-effective intelligence monitoring design solution must address listening to all public or open-source social media platforms to determine potential threats to individuals and others.

Behavioral Risk Threat Assessment - *BᴇRTʜA®*

BᴇRTʜA® is a program and a process intended to assist in Identifying, Assessing, Managing, and Monitoring those exhibiting *'behaviors of concern'*, long before they pose a threat of violence to themselves or others.

BeRThA® Program Components

1. AWARENESS
2. Intelligence Network
   - Anonymous Reporting
   - Monitoring Actionable Intelligence (Social Media)
   - Call Center Reporting
   - Peer/Colleague Reporting
   - Pre-screening & Background Checks
   - Key Metrics (Performance/ Absenteeism)
3. Central Repository
4. BeRThA® Process
   - STEP 1: Tip/Report Intake & Initial Risk Categorization
   - STEP 2: Behavioral Risk Screening
   - STEP 3: Monitoring Plan - Case Management
   - STEP 4: Sign Off & Record Keeping (Central Repository)

Additional Dimensions – Violence Prevention Program
- HR Policy & Procedures
- Emergency Response Protocols & Plans
- Security Assessment & Plans

Effective Violence Prevention Program

Key components

- Leadership Support

- Predictive / Protective Intelligence

- Policies & Procedures

    - Weapons policy

    - Anti-bullying/harassment policies

    - Background checks (hiring & annually)

- Physical Security (e.g. access controls)

- *Behavioral Risk Threat Assessment Program (BeRThA®)*

- Emergency/Incident Response Plan