

ACTIVE THREAT INTELLIGENCE DIGEST

OCTOBER 2016



FOR AN ANALYTIC AND
OPERATIONAL ADVANTAGE

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Welcome to Kiernan Group Holdings' (KGH) inaugural issue of the *Active Threat Intelligence Digest*. This monthly newsletter will cover topics of interest regarding elements of the active threat phenomenon: **active shooter incidents, workplace violence, insider threats, and terrorism**, with a focus on planning and prevention.



Source: PoliceOne.com

Identifying "Active Threat" as a More Lethal Category of Risk

By Dr. Kathleen Kiernan and Dr. Joshua Sinai

The risk of an armed assailant entering a workplace or public forum and shooting many people is of utmost concern in homeland security. Such assailants may be disgruntled current or former employees, angry customers, vengeful students, or terrorists seeking to make a political statement. Preventing such attacks, usually involving firearms, have become a regular part of security precautions for all sectors of business, schools, and society.

While in many cases such individuals may be what are known as "active shooters" whose attacks are not politically motivated, assailants in other cases, such as Nidal Hasan who went on a shooting rampage in Fort Hood, Texas, may include all of the above threat

dimensions: **active shooter, workplace violence, insider threat, and terrorism.**

Figure 1. Four Dimensions of Active Threat



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KGH News...

- The U.S. Department of Homeland Security in September awarded KGH an additional \$1.3 million in a modification of its contract to support the Active Shooter Preparedness Program.
- KGH welcomed 3 new instructors and a new Media Production Specialist in September. The new hires will assist the Active Threat Assessment Team and the Active Shooter Preparedness Team, as well as provide expertise to other clients and programs as needed.

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Four Dimensions Combine to Form “Active Threat”

To better understand and formulate effective responses to what may be either separate (i.e., solely active shooter) or convergent (i.e., a combination of some or all four) dimensions that might be exhibited at an incident, we propose the categorization of “active threat” as an umbrella concept to encompass the potential or actual convergence of these four threat dimensions.

The categorization of active threat signifies the emergence of a more lethal category of threat that combines multiple threat dimensions, thereby requiring new conceptual approaches and response measures to address its more complex nature.

Active Threat in Practice

Several recent incidents highlight the confluence in “active threat” of threat

categories that were previously viewed as largely singular in nature. For an outline of how these incidents characterized several of these threat dimensions, see Table 1.

Conclusions

“Active Threat” requires new counter approaches in response because it is multi-dimensional, with its converging singular dimensions becoming more lethal in the process.

Thus, for example, with malicious insiders, such as Nidal Hasan or Aaron Alexis (the September 2013 Navy Yard shooter, who was a contractor with access to the protected facility), carrying out shooting sprees inside their military installations, or IT system administrators, such as Snowden, massively breaching their companies’ or government agency clients’ classified IT networks, their targets would have been inaccessible to outsiders. Moreover, in the case of Snowden, in particular, as an insider, he was able to accomplish his

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Table 1. Dimensions of Selected Active Threat Events.

Perpetrator(s)	Incident/Date	Active Shooter	Workplace Violence	Insider Threat	Terrorism
Nidal Hasan	Shooting at Fort Hood, TX/2009	X	X	X	X
Edward Snowden	Release of NSA Classified Data, Fort Meade, MD/2013			X	
Aaron Alexis	Washington Navy Yard Shooting, Washington, DC/ 2013	X	X	X	
Saïd Kouachi, Chérif Kouachi	Charlie Hebdo Magazine Shooting, Paris, France/2015	X	X		X
Syed Rizwan Farook, Tashfeen Malik	Inland Regional Center, San Bernardino, CA/2015	X	X	X	X
Omar Mateen	Shooting at Pulse Nightclub, Orlando, FL/2016	X	X	X	X

5 THINGS TO KNOW ABOUT ACTIVE THREAT

#1

Active threats do not always involve firearms.

#2

Sixty-eight percent of active shootings were committed by people who had a relationship to the venue. Of those, 71 percent were employees, students, or patrons (or their associates).

#3

Active threats do not have to be violent. Insider threats, for example, can cause considerable harm to employers without risk of physical harm to coworkers.

#4

Many active threats can be mitigated through preparedness and prevention before grievances turn into action.

#5

Preparations for defensive and offensive actions at your location must be part of active threat protective planning.

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massive breach on his own what otherwise would have been required by a state's massively sophisticated cyber warfare resources. Moreover, such a new conceptualization is also required because the pre-incident planning by such individuals, since it spans several threat dimensions, may be more difficult to monitor if viewed as largely singular in nature, thereby shortening the timeframes for preventing, preempting or halting their pre-incident activities. As these distinct dimensions of threats, which previously were viewed as singular, converge, the magnitude of the overall threat therefore becomes exponentially greater. Finally, as is the case in many of these types of incidents, potentially malicious behaviors by such individuals were in fact noticed during the pre-incident phases but were unreported (such as in the case of Nidal Hasan, whose colleagues had noticed his Islamist leanings, or the December 2015 San Bernardino husband-and-wife shooters whose neighbors had noticed an unusual accumulation of weapons and ammunition in their apartment) — signaling perhaps a reluctance to get involved and/or a fear of being wrong. For this to change, the construct of security in an active threat situation must become personal, even obligatory.

Dr. Kathleen Kiernan, a 29-year veteran of federal law enforcement, is founder and CEO of Kiernan Group Holdings (KGH), a national and homeland security consulting firm in Alexandria, Virginia. Dr. Joshua Sinai, Principal Analyst at KGH, is an expert in countering workplace violence and active threats.

FAST FACTS

Two-thirds of active shootings since 1966 occurred in just **3 of the 16** Critical Infrastructure Sectors.¹

Government

31

Percent of Active Shooter incidents that occurred in Government Facilities Sector, 1966 – 2016. This sector includes public and private schools, as well as local, state, and federal buildings.

Commercial

28

Percent of Active Shooter incidents that occurred in Commercial Facilities Sector, 1966 – 2016. This sector does not include restaurants.

Food & Agriculture

8

Percent of Active Shooter incidents that occurred in the Food and Agriculture Sector, 1966 – 2016. This sector includes restaurants and supermarkets, as well as food production facilities.

Recent Publications by KGH Staff

Kathleen Kiernan, Joshua Sinai, and Dorian DeSantis, "[Community Policing: Breaking the Trajectory Toward Mass Violence](#)," *Sheriff & Deputy*, Volume 68, Issue 5, September/October 2016, pp. 68-69.

Joshua Sinai, "[Trends in Terrorist Threats Against Sports Stadiums & Arenas](#)," *The Journal of Counterterrorism & Homeland Security International*, Volume 22, No. 2, Summer 2016, pp. 18-25.

Joshua Sinai, [Active Shooter: A Handbook on Prevention, 2nd Ed.](#), (Alexandria, VA: ASIS International, May 2016).

Looking Back...Active Threat in the News

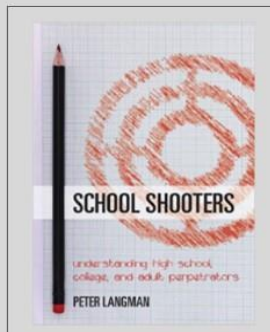
By Dr. Tom Hunter, Senior Analyst

On November 6, 2003, Tom West, a 50-year-old former employee of Watkins Motor Lines trucking company, drove his van through the security checkpoint in front of the company's office. He exited the vehicle and shot five former coworkers, killing two and wounding three at the company's office in West Chester Township, Ohio. He fled the scene, but was apprehended a short time later at a truck stop in Indiana.

Threat Dimensions: Workplace Violence, Insider Threat

Active Threat Bookshelf

Reviews by Dr. Joshua Sinai, Principal Analyst



Peter Langman, *School Shooters: Understanding High School, College, and Adult Perpetrators* (Lanham, MD: Rowman & Littlefield, 2015), 298 pages, \$38.00 [Hardcover], ISBN: 978-1442233560.

This is an excellent examination of 48 cases of school shooters in the U.S. and internationally (with several others referenced, as well) in order to explore their motives and other factors that drive them to carry out such murderous rampages. This collected information is applied to classify these individuals according to the author's typology of psychopathic shooters, psychotic shooters, and traumatized shooters to explain the factors leading to their attacks and allow for comparisons with other shooters.

The concluding chapter presents the author's recommendation for preventing school shooters by identifying such at-risk individuals prior to their attacks. This can be achieved, the author writes, through the identification of potential attack-related behaviors, such as leakages by such individuals of information about their intended attacks, which need to be better understood by those in their immediate environments in order to report them to the appropriate authorities for early as possible preemption.

The author, a psychologist in private practice in Allentown, Pennsylvania, is a prominent expert on analyzing school shooters. His website, <http://www.schoolshooters.info>, includes a large collection of materials relating to school shooters.



Michael G. Gelles, *Insider Threat: Prevention, Detection, Mitigation, and Deterrence* (Boston, MA: Butterworth-Heinemann/Elsevier, 2016), 252 pages, \$42.46 [Paperback], ISBN: 978-0128024102.

This handbook is an authoritative and comprehensive examination of the insider threat. It is defined as "unauthorized dissemination of trade secrets, intellectual property (IP), or classified information" by individuals who have privileged access to such information due to their relationship with the affected organizations or companies as "insiders," whether as employees, contractors, or vendors. To explain this threat and how to counter it, the book's chapters cover topics such as threats posed by 'insiders' and third-party insiders (e.g. vendors), challenges in establishing an insider threat prevention program, using data analytics in risk management, establishing technical and physical controls over the use of an

organization's IT network, the crucial ingredient of getting employee engagement in mitigating the risk of an insider threat, monitoring and investing instances of insider threats, privacy considerations for insider threat mitigation programs, and future trends, including the changing definition of an 'insider.' The handbook is well organized, with numerous diagrams, tables, charts, and quadrants that illustrate the volume's discussion. Also, many of the chapters begin with an "Introduction" and conclude with useful sections called "In Summary" and "Key Takeaways." The Appendices include valuable templates and a section on "Frequently Asked Questions" for establishing an insider threat mitigation program in one's organization.

The author is a Managing Director at Deloitte Consulting, LLP, Federal practice, in Washington, DC. As a collective effort, the chapters were written by Dr. Gelles in collaboration with his Deloitte analysts who are listed under each chapter.

ABOUT KGH

KGH is a customer-focused, global, law-enforcement and national-security consulting firm that provides *tailored solutions to complex challenges* using end-to-end problem-solving approaches focused on information—the raw material of the intelligence and law enforcement professions.

KGH provides operational and analytic expertise by and for practitioners across the homeland security, defense, and intelligence community enterprises. KGH provides analysis for risk identification and mitigation, and to understand the often invisible interdependencies across, between and among all elements of the nation's critical infrastructure and the criticality of public-private partnering to protect and sustain infrastructure against threats, both natural and manmade.

KGH: Partnering with Purpose

Kiernan Group Holdings maintains a range of dynamic partnerships with organizations in the law enforcement, military, intelligence, academic and private sector both domestically and internationally. These partnerships include national level organizations as well as small innovative companies developing new capabilities. We believe in service and actively support our veterans and organizations which raise funds to support much needed medical research. With maximum agility and the combined knowledge of our experienced subject-matter experts and practitioners, KGH has the capacity and the privilege to serve various organizations across a variety of markets.

FOR MORE INFORMATION

For more information about this newsletter or to get on our mailing list, please contact editor@kiernan.co.

For information regarding Active Threat mitigation strategies and consulting, contact info@kiernan.co.