

# Planning and Preparing for an Active Shooter

*Strategies to Protect You and Your Work Place  
from an Active Shooter*



# Delaware County Partnership for Public Safety



**Delaware County Council and  
District Attorney's Office**



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# Active Shooter: Practical Preparedness

Rich Cordivari  
AlliedBarton Security Services





## Planning & Preparation

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- OVERVIEW
- WORKPLACE VIOLENCE CONTINUUM
- WHO IS THE ACTIVE SHOOTER?
- SITUATIONAL AWARENESS
- TRAINING & DRILLS

### Goal To Protect:



Lives



Property



Reputation





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## Overview

## An Active Shooter Is...

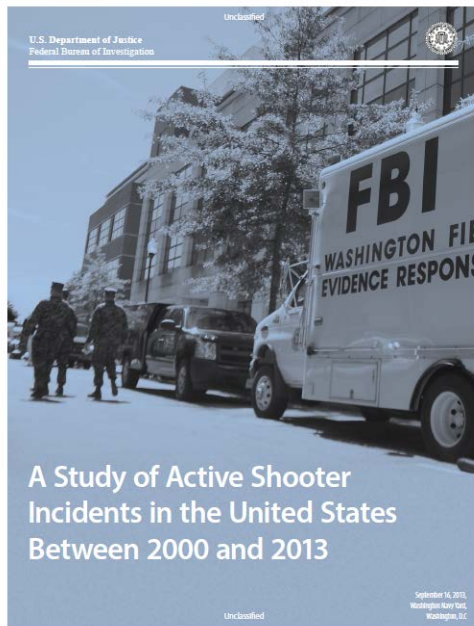
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“...an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearm[s] and there is no pattern or method to their selection of victims.”

...Department of Homeland Security



## Active Shooter: 2000 to 2013



## “Mass Shootings on the Rise, FBI Says”

- Wall Street Journal



[www.dhs.gov](http://www.dhs.gov)

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## Critical Infrastructure Resources

### Active Shooter Preparedness

[Chemical Sector Resources](#)[Commercial Facilities Resources](#)[Critical Manufacturing Sector Resources](#)[Dams Sector Resources](#)[Emergency Services Sector Resources](#)[Infrastructure Data Taxonomy](#)[Nuclear Reactors, Materials, and Waste](#)

# Active Shooter Preparedness

The Department of Homeland Security (DHS) aims to enhance preparedness through a "whole community" approach by providing training, products, and resources to a broad range of stakeholders on issues such as active shooter awareness, incident response, and workplace violence. In many cases, there is no pattern or method to the selection of victims by an active shooter, and these situations are by their very nature unpredictable and evolve quickly. DHS offers free courses, materials, and workshops to better prepare you to deal with an active shooter situation and to raise awareness of behaviors that represent pre-incident indicators and characteristics of active shooters.

On this page:

- Active Shooter Resources for Law Enforcement and Trainers: The National Summit on Multiple casualty Shootings, Progress Report on the President's Executive Actions to Help Reduce Gun Violence, The Countering Violent Extremism (CVE) and Active Shooter Web Portal
- Active Shooter Training Provided by the Federal Law Enforcement Training Centers (FLETC)
- *Active Shooter: What You Can Do* Course
- Active Shooter Webinar
- Active Shooter Workshop Series
- *Active Shooter: How to Respond* Resource Materials
- *Options for Consideration* Active Shooter Preparedness Video
- Conducting Security Assessments: A Guide for Schools and Houses of Worship Webinar



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# Workplace Violence Continuum





# Workplace Violence Continuum\*



\*"Potential" ....by Bill Whitmore



# Workplace Violence Continuum

Unusual  
Behavior



Milder Behavior





# Workplace Violence Continuum

Acting  
Out



Milder Behavior



# Workplace Violence Continuum

Verbal  
Assault



Mid-range Behavior



# Workplace Violence Continuum

Harassment



Mid-range Behavior



# Workplace Violence Continuum

Threatening  
Behavior



Mid-range Behavior



# Workplace Violence Continuum



# Workplace Violence Continuum





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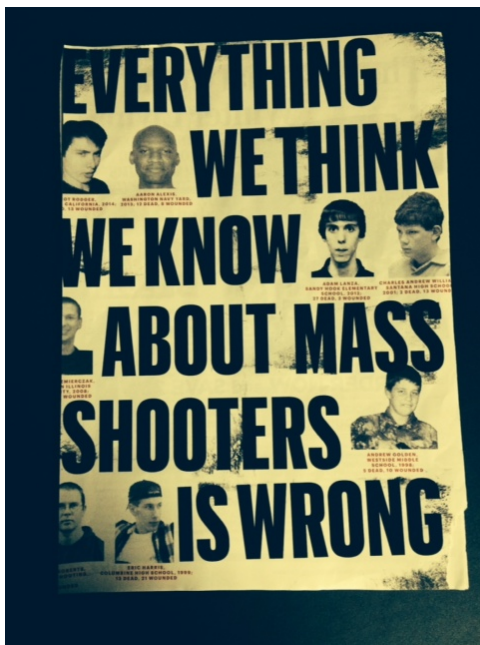
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# Who *IS* the Active Shooter?





## Who IS the Active Shooter?



Esquire Magazine\_October 2014

- NCAVC: National Center for Analysis of Violent Crime (part of FBI Critical Response Group)
  - Behavioral Analysis Unit
  
- Question: If so much information and analysis, why do mass shootings still occur?





## Who IS the Active Shooter?

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- Mass Shootings as an “American Ritual”
- Mass Shooter “Formula” = *A Grievance + A Plan + A Gun*
- Shooters want to be known: BEFORE they “have to” go through with it
- Shootings are so statistically infrequent that no predictive algorithm can claim to see them coming
- “So much information comes in that we’re not yet sure what to do with it”
- Medical-confidentiality laws have made the mentally ill “...the last truly private people in America” (Former NYPD Police Commissioner Raymond Kelly)



## The Pathway to Violence

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- It didn't start with "pain" it started with a "thought"...when I began thinking:
  - *"I am special"*
  - *"I am NOT a loser"*
  - *"I have Power"*
  - *"YOU are afraid of me BECAUSE of my power"*

***"I was forced to learn social skills in jail. In jail, I had no choice. If you don't know how to talk to people you get crushed."***



## The Pathway to Violence

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- Desperation
- Wanting to be “known”
  - “NOW” not “AFTER”
- Journals
- Unsuccessful attempts to connect (“Loner” or “Ineffective Joiner”)
- Video games (“...part of the territory”, but not a “cause”)
- Is NOT a desire for death but a desire for ESCAPE (“...we all believed we would survive”)



## The Pathway to Violence

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- Once a plan is in place NOTHING can stop it
- Total focus on achievement of goal
- “Everything revolves around the day you plan to do it”
  - Much like sports training
- Behavior changed radically in the days leading up to “the day....”somebody should have seen it”



## Can they be stopped?

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- ❑ IF they can be identified
- ❑ IF they can be assessed
- ❑ IF they can be managed
- ❑ IF someone “sees” them ahead of time
- ❑ IF someone notices their behavior and wonders what they are up to
- ❑ IF that someone does something





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# Situational Awareness



## Situational Awareness\*

- “Being aware of one’s surroundings and identifying threats and dangerous situations”
- This includes not only terrorism and criminal behavior, but also any other set of circumstances in your environment that can compromise your or your employees safety and security.
- More of a mindset than a skill



\* “A Practical Guide to Situational Awareness”...The Stratfor Group



# Situational Awareness

## 2 Elements of Situational Awareness

1. Recognition that a threat exists and that bad things can and do happen
2. We each need to take responsibility for our own safety and security





## 5 Levels of Situational Awareness

1. TUNED OUT
2. RELAXED
3. FOCUSED
4. HIGH ALERT
5. COMATOSE



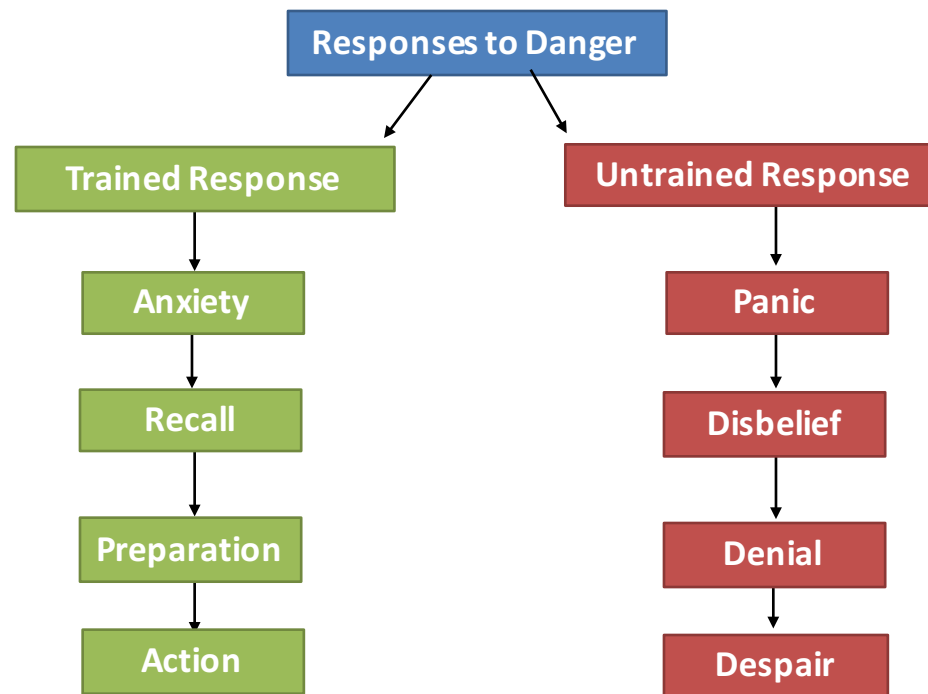


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# Training | Drills

# Why Train?



## Training

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- Training and exercises are a significant portion of preparedness efforts.
- Security forces can devote significant amounts of time to emergency training.
- Your Security partner can work side-by-side with you to train your employees, contractors, and visitors to prepare for and respond to emergencies.



## Awareness Training Can Include

- Alerts
- Safety / Security Tip Sheets
- Newsletters
- Seminars / Workshops
- Table Top Exercises
- Mailers
- Should include
  - tenants
  - guests
  - visitors
  - vendors



## Effective Communication

- Progress of the emergency can be monitored
- Progress of the emergency response can be monitored
- Actions can be revised in response to changes in the situation
- Occupants can be reassured that appropriate actions are taking place



## Review and regularly update your plan

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- Revise floor plans
- Revise evacuation routes
- Inspect fire extinguishers
- Reassign emergency duties
- Update contact lists
- Update tenant lists
- Restock emergency supplies
- Consult with other emergency teams
- Communicate, Train and Drill *to the changes*





## Options

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- Be aware of your environment and any possible dangers.
- Take note of the two nearest exits.
- If you are in an office, stay there and secure the door.
- If you are in a hallway, get into a room and secure the door.
- As a last resort, attempt to take the active shooter down.
- When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her.





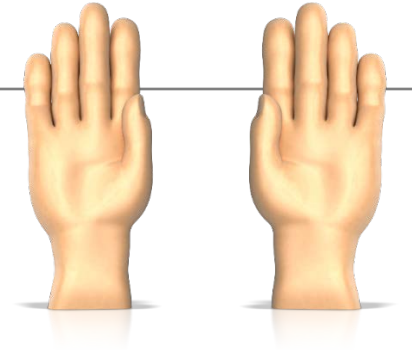
## When the Police arrive...they're coming "with purpose"

- Law enforcement's purpose is to stop the active shooter as soon as possible.
- Officers will proceed directly to the area in which the last shots were heard.
- Arriving Officers:
  - Will usually arrive in teams of four (4).
  - May wear regular patrol uniforms or external body armor, Kevlar helmets, and other tactical equipment.
  - May be armed with rifles, shotguns, or handguns.
  - May use pepper spray or tear gas to control the situation.
  - May shout commands, and may push individuals to the ground for their safety.
  - The first wave will not stop to give first aid.
  - Other officers will tend to the injured after areas are cleared.



## When the Police Arrive

- Remain calm and follow the officers' instructions
- Put down any items in your hands (i.e., bags, jackets).
- Immediately raise hands and spread fingers.
- Keep hands visible at all times.
- Avoid making quick movements toward officers, such as hugging or holding on to them for safety.
- Avoid pointing, screaming, and/or yelling.
- DO NOT stop to ask officers for help or directions when evacuating; just proceed in the direction from which the officers are entering the premises.



## Preparation is Everyone's Responsibility!

- Go to work *prepared*
- Include all of your employees
- Communicate
- Train
- Drill
- Have a plan
- Report suspicious activity



Thank You!

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# Responding: Things you should UNDERSTAND to survive an Active Shooter



# Facilitator Tim Boyce

- Homeland Security Director
  - Delaware County District Attorney's Office
- Safe Schools Coordinator
  - Delaware County
- Consultant to public & private schools, DCIU, universities, churches and private companies on emergency management



# Christopher Flanagan

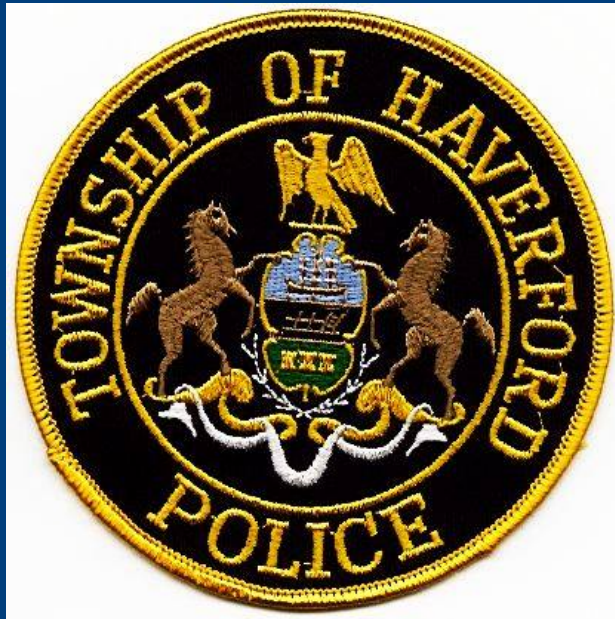


- Lieutenant Radnor Police Department
- School Safety Liaison
- Special Operations
- Motor Patrol Unit
- Narberth ambulance Chief of Operations





# Brian Coleman

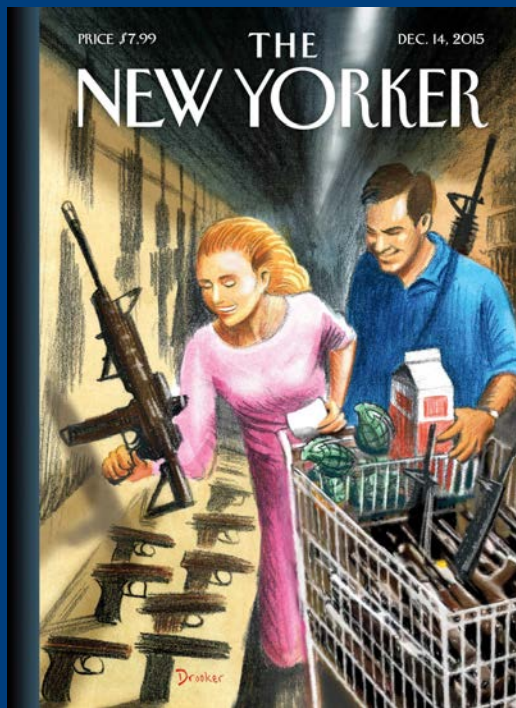


- Haverford Police Department
- Special Operations Command
- SWAT Team Officer
- Active Shooter Training instructor for Police





# What to do at an Active Shooting?



- Active shootings in public places are becoming increasingly common.
- There are things we can share that could help you understand how to respond if you ever find yourself in the line of fire.
- Practice is key to preparedness



# Active Shooter Readiness

How to react  
in times of  
**CRISIS?**



# Strategies for Survival

- Awareness
  - Recognize the threat immediately
  - Gather your wits and assess your surroundings
  - Be ready to take immediate actions
  - Be aware, not scared
- Preparedness
  - Continually assess your space for survivability
- Rehearsal
  - Practice your survivability strategies

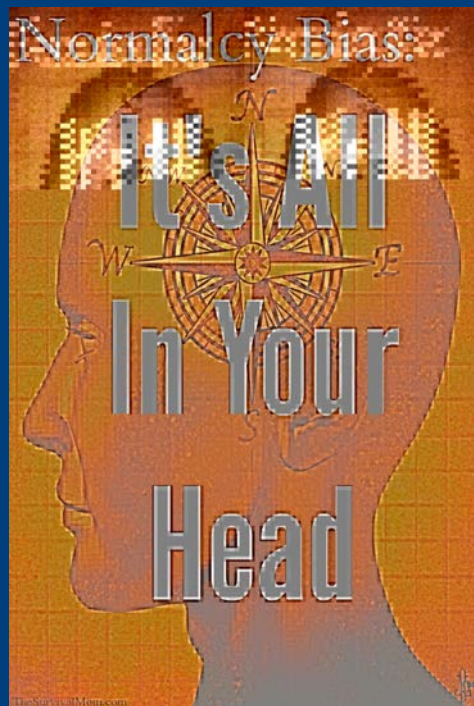


# Maintain Situational Awareness Wherever You Go

- Bottom line: Don't have your nose constantly in your smartphone and don't zone out; rather, you should open your eyes, ears, and nose, and calmly and constantly scan your environment to take in what's going on.



# Overcoming the Normalcy Bias



- When any sort of emergency situation strikes, be it an active shooter or even a fire, the natural response for most people, surprisingly enough, is not to do anything.
- The way you overcome these inclinations towards passivity is deciding exactly what you'll do in the event of a shooting — before one ever happens.
- You've got to have a plan.



# Visualize what you would do in various situations were an active shooter to suddenly come down the hallway

- Would you go into “Lock Down”?
- Where would you hide?
- Would you have time to run?
- If so, where would you go?
- If you heard the shots just down the hallway and there’s no place to run or hide, what would be your next step?



The way you overcome these inclinations towards passivity is deciding exactly what you'll do in the event of a shooting — before one ever happens.







Video – FBI – Run, Hide, Fight





“Run-Hide-Fight” Video Link

<https://vimeo.com/104039148>



# You've Got to Know What You'd Do Before It Actually Happens



# Know where all your exits are



- Wherever you are, always know the locations of the nearest exits!
- Whenever you enter a building, the first thing you should do is look for exit signs and make mental notes of them.
- Consider not-so-visible exits
  - Service areas
  - Restricted Zones



# ACTIVE SHOOTER EMERGENCY





Video - Paris Café - Daily Mail

Daily Mail

2015-11-19 22:34:05

CH 02



**RUN > HIDE > FIGHT**  
SURVIVING AN ACTIVE SHOOTER EVENT

Restaurant Shooting Video Link

<https://vimeo.com/166953249>



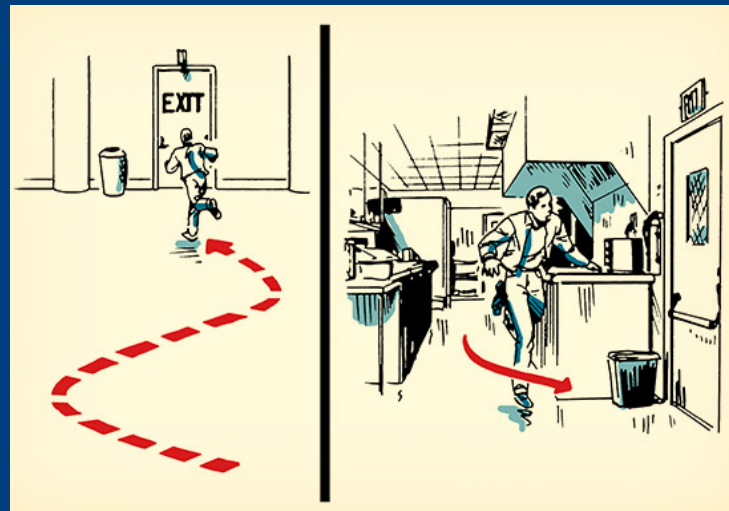


# Your Active Shooter Triage

## Run, Hide, Fight



# Running away should always be your first line of action



# Lock Down Options

- Once a Lock down is announced or you believe that a violent person is in the building, you have to decide the best option to save your life and those of others.
  - Escape – Get Out
  - Lock down – Hide
  - Take Out – Fight
- Information is key, Time is precious



As soon as you hear gunfire, leave the premises immediately using your preconceived escape plan and get as far away from the shooter as possible.

Ideally, you'll be able to escape without having to cross the shooter's path.



# Keep in mind that in an active shooter situation, **most people won't want to run**

- They're cowed in fear
- They've let the normalcy bias take over
- They think hiding should be their first choice or only option
- They have not been told by an Authority to run and are waiting for help



# Run!!!

## Regardless of what others are doing

- Do what you can to convince others to come with you, but if they don't comply, leave them, and get out of the building or danger area as soon as possible.
- Don't try to gather your belongings



# Run away from the Shooting

- As you make your exit, tell others to come along with you.
- Once you're out of the danger area, prevent others (except for law enforcement) from entering the premises.
- When you're running, keep your hands visible. Law enforcement will be checking you to decide if you're a threat.



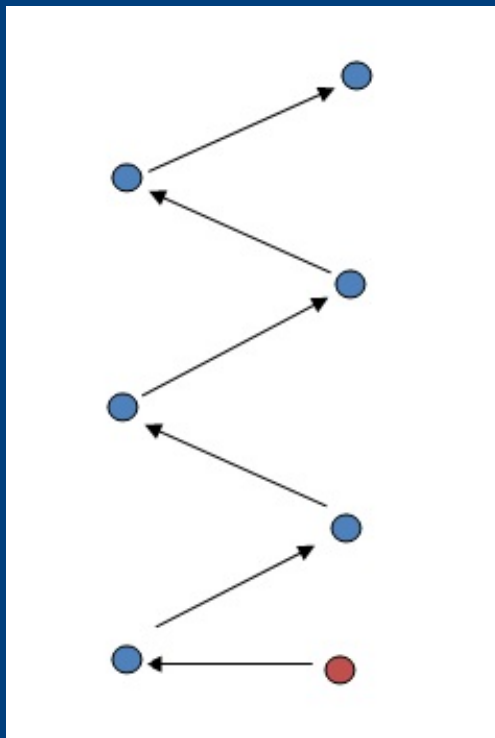


# Passing the seriously wounded

- This may go against every humane compulsion you have, but don't try to move or assist the wounded while you're making your exit.
  - It leaves you vulnerable to attack; turning one casualty into two won't ultimately help things.
  - Even the first law enforcement officers to arrive at the scene will initially ignore the wounded so they can take out the shooter.
  - Just as their top priority is to stop the gunman, your top priority is to get to safety.



# Run in a Zig-Zag pattern



- If you're in an open area and there's distance between you and the shooter, run as fast as you can in a zig-zag pattern.
- Shooting a moving target is hard even for experienced marksman, and many mass shooters have little or no experience with firearms.
- So move as much as possible and take cover behind barriers that can stop bullets (cement pillars, vending machines, etc.).



**LOCKDOWN**



# Preparing for the internal Lock Down

- Designate shelter locations with thick walls, solid doors with locks, minimal interior windows, first-aid emergency kits, communication devices, and duress alarms.
  - Always know where the closest safe room is located on campus. May not be your normal room
  - Check safe rooms for cell phone reception & exits
  - Be prepared to ignore and deal with the fire alarm



# LOCKDOWN PROCEDURES

- If your current location is too dangerous, move to an alternate locations in other rooms or areas in the building, when it is safe to.



# Announcing a Lock-Down

- Anyone can institute a Lock Down
  - Don't wait till it's to late
- Use the Public Address System to announce
  - *The bad person already knows what's up*
- Clearly state the threat & describe the Actor
- State where they are & where they are going
- Verbally repeat the message in areas that are not responding (conference rooms, loading docks, to the hearing impaired, break rooms)



# Announcing the Lockdown

- Be Clear, concise and give direction
- Use multiple means to communicate the message
- Don't Question the reason.
- Call 911 and use pre-designated alarms
- Repeat warning from a safe location



# If you hear Gunshots, it's close!

- If it's Safe, Call 911 from your cell phone
  - Don't assume that someone else will call 911
    - If you can safely call, do it!
  - Be persistent when calling 911
    - Lines may be jammed, but someone will answer
    - The Call Taker will sort out who needs to stay on the line
- Calmly state what you know
  - Where you are (room number)
  - What you can see or hear
  - If you have injured people with you





# Hiding from a Shooter

- Sometimes running isn't an option.
- Maybe the shooter is in front of the only exit and you can't jump out the window because you're on the fourth floor.
- If you can't make an escape, the next best thing to do is to hide in a secure location.



# Hiding from a Shooter

- You want to hide in a place that's out of the shooter's view and that can provide protection if shots are fired in your direction.
- If you're in an office or school building, find a room that has a lockable door. If you can't lock the door of the room you're in, barricade it with a table and chairs.
- You want to make it as hard as possible for the shooter to enter; he's often looking for easy victims, and will move on rather than bother pushing through the barrier.



# Hiding from a Shooter

- Turn off the lights in the room and be as quiet as possible. Be sure to put your cell phone on silent. You don't even want it on vibrate.
- Stay away from the door and crouch behind items that could offer protection from bullets like cabinets or desks. Hide in a bathroom or closet if you can.
- If possible, dial 911 and let the authorities know there's an active shooter in your building. If you can't speak because the shooter is nearby, leave the line open so the dispatcher can hear what's going on.



# LOCKDOWN PROCEDURES

- Use duck and cover techniques: lie flat, face down, on floor; cover head, get under tables/desks if possible.
- Stay away from windows, doors, and outer walls; watch for shattered glass.
- Close drapes/curtains/blinds (ONLY if safe)
- Lock and/or barricade the door with available furniture, cords, door chocks and turn off lights.



# If you hide, Act to Keep the threat out

- Quickly Find a room that you can secure from the inside
  - Preplan these rooms, no which ones won't be safe
- Blockade and barricade the door with everything you can find. Furniture, door shims...
- Cover the door window glass if you can
- Turn off the lights and draw the shades
- **Be Small, Be Silent and Be Ready**



# LOCKDOWN PROCEDURES

- In open areas, use objects immediately available in the open (trees, cars, walls, etc.)
- For exterior shelter; lie down, stay motionless.
- Be ready to move again instantly; know possible escape routes, including windows.



# LOCKDOWN= QUIET+SMALL+READY



=



# What do 911 Operators need to know from our caller?

- Where the shooter is and a description?
- What kind of weapons do they have and are they carrying anything with them?
- What is their direction of travel; towards which part of the school?
- What is the quickest way for Officers to enter the building?



Sandy Hook 911 call





# Fire Alarms during Lock Downs

- **The Fire Alarm plays absolutely NO role during an active shooter event.**
- **Expect the fire alarm to activate**
  - The noise may make it difficult to detect you
- You must decide if you should react to any smoke or fire you see by assessing the risks of the fire/smoke incapacitating you against your ability to escape and avoid the shooter.



# What impact will the Lockdown have on our ability to maintain Command & Control?

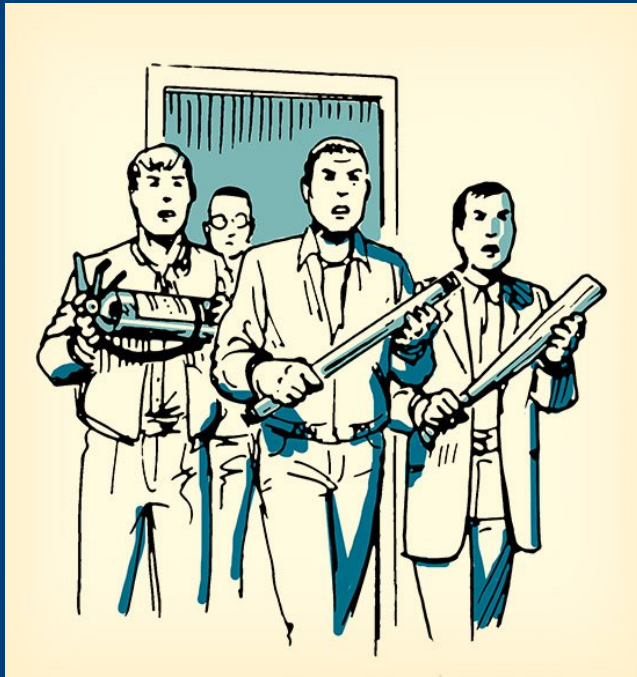




- If you can't find a room in which to secure yourself, hide in a location that offers cover and concealment from the shooter, but still allows you to see him.
- If the shooter passes you, you can make a run for it.
- If he doesn't, it puts you in a position to attack if necessary.



# Fight (This maybe your last option)



# Fighting an Active Shooter

- If you've made the decision that running and hiding are no longer options and that fighting is your last recourse.
- If you have a firearm, there are techniques you should learn, practice and employ to return fire well before you decided to carry the weapon. But if you have, act to defend yourself.
- **\* A tutorial on how to take down a gunman lies outside the purview of this program, and must be practiced in the real world with trained professionals.**



# When running or hiding have failed or aren't viable options, it's time to Fight!

- Most civilians don't think they can take on an active shooter because, well, the shooter has a gun and they likely do not.
- But here's the thing: it is possible for unarmed individuals to subdue or chase away an armed shooter.





**Get Up, Stand Up!  
Don't Give Up the Fight**



# Commit to the Battle

- . Anything can be used a weapon.
- . Throw things at the shooter's head to disrupt his/her aim. You have items at your disposal that could be used to disrupt the shooter.
- . Think about what is on your person: Shoes, cell phones, watches, car keys, pepper spray, liquids, etc.
- . Use your tools: Scissors, fire extinguishers, glass, chairs, chemicals,
- . Create as much noise as possible.
- . Attack in a group (swarm).





# Commit to the Battle

- . Do not stop attacking until the shooter is no longer a threat.
- . Fight dirty, your life depends on it. Bite, kick, scratch, gouge eyes, etc.
- . If you have control of the shooter call 911 and tell the police where you are and listen to their commands when officers arrive on scene.
- . COMMIT TO YOUR ACTIONS. Do not hesitate.



# *“A gun can only be shot in one direction at any one time.”*

- If you approach the shooter from behind or from the side, it's going to be very hard for him to shoot you.
- If you attack the shooter as a team (which you should), he can't shoot everyone at the same time.
- An attack by multiple people, from multiple angles, will be difficult for a lone gunman to fend off.



# Control the weapon, then control the shooter



- The sooner you can get the weapon out of the shooter's hands, without endangering others, the better.
- Once the weapon has been secured, turn your attention to completely containing the perpetrator.
- Inflict as much violence as possible on the shooter until you can get the gun away from him.



# Control the weapon, then control the shooter

- Even if you can't get the gun completely out of the attacker's hands, do what you can to control it.
- Grab the gun so that you can exercise some influence over where it's pointed.
- Grab the barrel as hard as you can.
  - This allows you to control where the gun is pointed.
  - If the gun is a semi-automatic and does fire, it may prevent the slide from going back and chambering another round, thus preventing the shooter from re-firing.



# Use improvised weapons

- Just because you don't have a gun, doesn't mean you don't have a weapon.
- A weapon can multiply force and almost anything in your environment can be turned into one: chairs, fire extinguishers, umbrellas, belts, coffee mugs.
- Spray a fire extinguisher or chemicals in his face, or throw a pot of scalding hot coffee



# Could you get shot? Maybe

- It's possible to survive multiple gunshot wounds
- Consider that doing nothing may also get you shot.
- Sadly, history has shown that many active shooters will unflinchingly shoot people begging for their lives while they're curled up in the fetal position.



# Work as a Team





# Understand Your Advantages

- Most violent gunmen work under the assumption that because they have a gun, people will do what they want or just hide.
- They don't expect someone to come charging after them.





# When Law Enforcement Arrives

- Surrender to the Police!
  - Make sure they know you are not a threat!
- Follow their directions immediately
- Answer the questions they ask you first
- If you can, offer the following information:
  - Give the last know location of the shooter
  - Give the Officer your key or FOB
  - Tell the Officer the number of Shooters you have seen and their clothing description



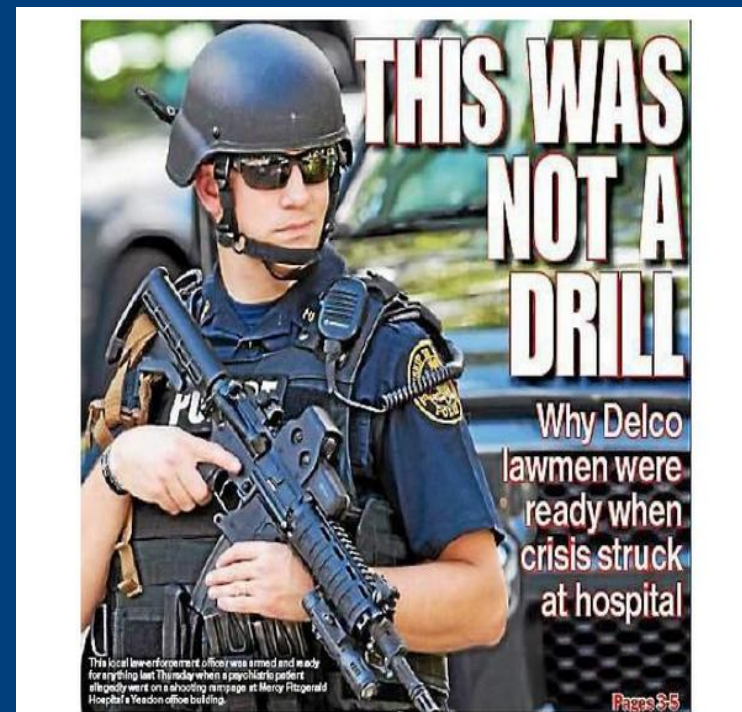
# When Safe, Help Out

- Help others to escape
- Warn others of the threat
- Help the injured
- Prioritize the injured for treatment & Transport
- Make contact with First Responders
- Be prepared to move again quickly
- Help others to stay calm



# Courage is Contagious

- The more people you can get to help you in attacking the shooter, the better your chances of ending the ordeal with fewer casualties.
- But remember, most people's natural reaction in these sorts of situations is to not do anything.
- You'll need to be assertive and take the lead.



# We can be stronger than we imagine



**ATTENTION,  
CERTAINES IMAGES  
PEUVENT CHOQUER**



**RUN > HIDE > FIGHT**  
SURVIVING AN ACTIVE SHOOTER EVENT

Music Hall Shooting Video Link

<https://vimeo.com/166954021>



failing = prepare  
to prepare = to fail

- While active shootings are increasing, they're still rare.
- There's no downside to being prepared.
- Sometimes there's nothing you can do to prevent a shooting.
- You may get a chance to act, and will only have seconds to figure out what to do.
- Your stress will be through the roof and the situation will be utter chaos. If you hope in that moment to be able to protect your life and the lives of others, ready yourself now and have a plan of action wherever you go.





# Department of Homeland Security Active Shooter Resources

- *Active Shooter: What You Can Do* Course
- Active Shooter Webinar
- Active Shooter Workshop Series
- *Active Shooter: How to Respond* Resource Materials
- *Options for Consideration* Active Shooter Preparedness Video
- Conducting Security Assessments: A Guide for Schools and Houses of Worship Webinar
- U.S. Secret Service (USSS) Active Shooter Related Research
- Active Shooter webinar
- Resource Materials



[www.dhs.gov/Active-Shooter](http://www.dhs.gov/Active-Shooter)





Thanks you for your participation



# Panel - Q & A

- Panel – Danielle McNichol, Neumann University - Facilitator
  - Delaware County District Attorney, Jack Whelan, Esq.
  - ABSS Representative - Charles Bohnenberger, AlliedBarton, Vice President, Government Services
  - Trooper Timothy Green, Pennsylvania State Police
  - Delaware County Chamber of Commerce, Trish McFarland



**Delaware County Partnership for Public Safety**

Delaware County Council and the District Attorney's Office

**NEUMANN UNIVERSITY**  
CLASSICAL EDUCATION IN THE PRACTICAL TRADITION

**Delaware County Chamber of Commerce**  
Driving Business Forward

The graphic features the title 'Delaware County Partnership for Public Safety' in large white text. To the right is an illustration of a diverse group of people standing in front of a blue globe with white dashed lines. Below the title are three logos: the Delaware County Council and District Attorney's Office seal, the Neumann University logo, and the Delaware County Chamber of Commerce logo.

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