



Keep U Safe

We partner with our community to maintain a safe and secure campus.

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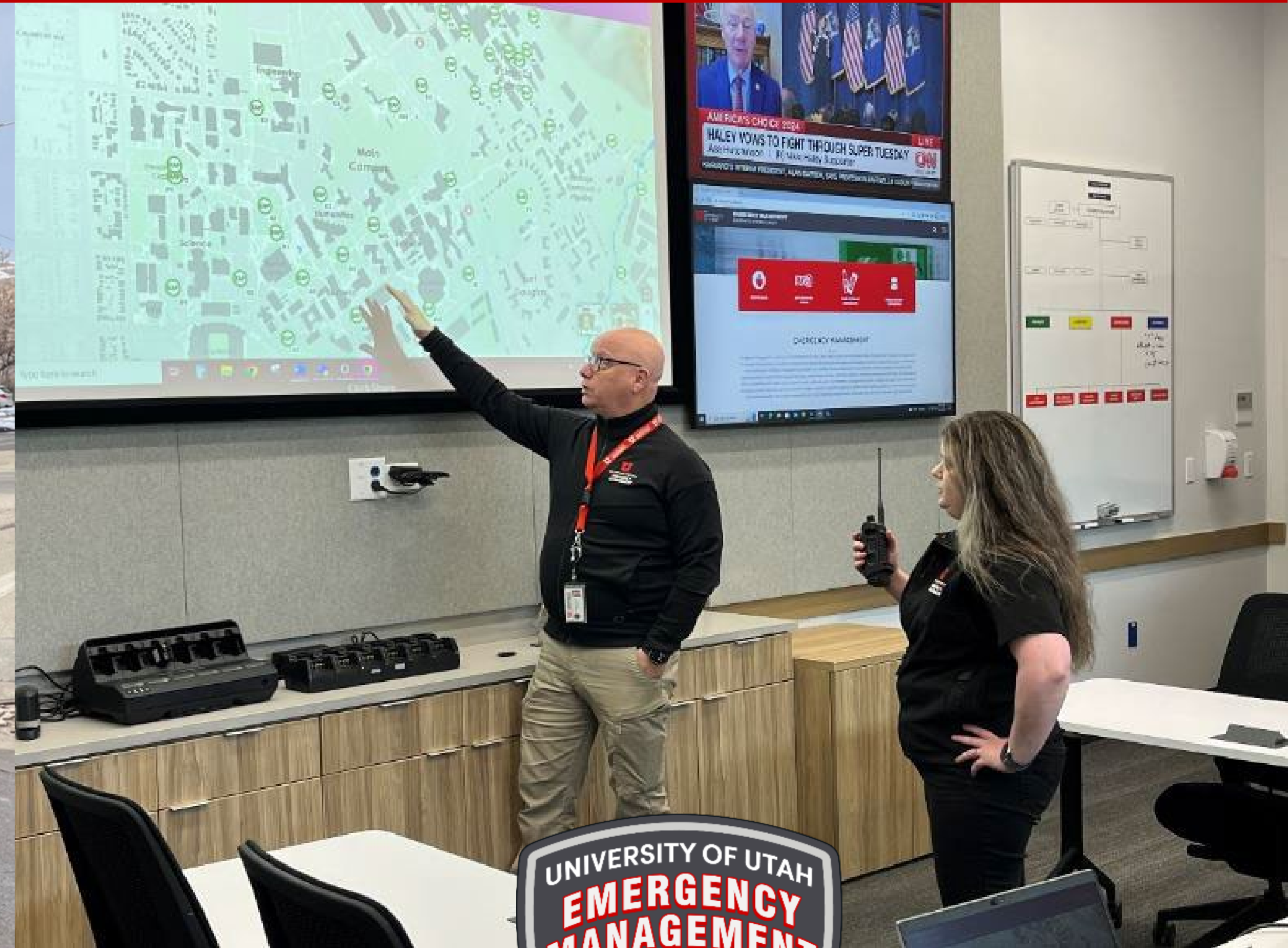
University of Utah

More than 38,000 students

46,000+ faculty & staff

4 million patient visits per year

50,000+ guests at largest special events



OUR DIVISIONS



OUR DIVISIONS

Threat Assessment & Management Division





Public Safety Framework

Prevent, Prepare, & Respond

Uniting our institution to prevent and prepare for unexpected emergencies and active threats.



Uniting our campus through preparedness



FRAMEWORK OBJECTIVES

1. Promote knowledge and skills so that our students, staff, and faculty are prepared to respond if a critical incident occurs
2. Align the institution's physical planning efforts and operations to prevent violence and reduce risk to our community
3. Reduce the potential for harm to our students, employees, faculty, and patients



Higher Education Cases

Michigan State University (2023) – 3 Victims Killed, 5 Injured

- \$15 Million and \$30 Million Settlements
- Launched Safety Technology Enhancement Program (STEP)
- Phased roll-out to modernize access control systems
- Replacement and enhancement of security cameras
- Improvement of emergency alert technologies
- Door locks for classrooms and teaching labs



**BRIAN
FRASER**



**ARIELLE
ANDERSON**



**ALEXANDRIA
VERNER**

University of Virginia (2022) – 3 Victims Killed, 2 Injured

- \$9 Million Settlement
- Office for Threat Assessment with multiple staff
- Expanded Care and Support Services team
- Mental health coordinators within Public Safety and expanded counseling for employees/students
- New public safety building and Emergency Operations Center



**DEVIN
CHANDLER**



**LAVEL
DAVIS JR.**



**D'SEAN
PERRY**

Higher Education Cases

University of Arizona (2022) - 1 Victim Killed

- \$2.5 Million Settlement
- Hired dedicated president for Threat Assessment & Management Team
- Expanded safety trainings
- Automatically registered students and staff for campus alerts
- Improved inter-agency cooperation
- Physical security improvements (compliant door locks in classrooms; expanded keyless access to buildings)



DR. THOMAS MEIXNER

Mercy Hospital, Chicago (2018) – 3 Victims Killed

- \$20 Million Settlement
- Failure to warn and protect



**DR. TAMARA
O'NEAL**

**OFFICER
SAMUEL
JIMENEZ**

**DAYNA
LESS**

Framework Pillars



Learn more about the
Public Safety Framework

PUBLIC SAFETY FRAMEWORK

Culture of Preparedness

Shared responsibility for planning, training, and exercises at all levels of the institution

PROTECTION

*Safeguard our people
and places*

Design & Construction
Standards

Centralized Security
Services

Building Access
Control & Surveillance

Technology &
Automation

PREVENTION

*Reduce the likelihood
of harm*

All-Hazards Risk
Assessments

Behavioral Threat
Assessment &
Management

Security Vulnerability
Assessments

Event Risk
Management

PREPAREDNESS

*Empower with skills
and resources*

Emergency Response
Teams &
Unit Safety Liaisons

System-Wide
Trainings

Exercises & Tabletops

Public Awareness
Campaigns

Adjacent Public Safety
Partnerships

RESPONSE

*Act swiftly to reduce
harm*

Standard Response
Protocols

Emergency
Operations Plans

Critical Incident
Management

Emergency
Communications

RECOVERY

Restore and support

Restoration of
Community Lifelines

Trauma & Support
Services

Public
Communications

Post-Incident
Analysis

FOUNDATION

Enabling policies, procedures, and systems

Learn more about
the Public Safety
Framework



Pillar 1: PROTECTION

Safeguard our people

Safety in our built environment starts with architectural design. Safety and security design starts with our campus and facilitates the safety of personnel during an active threat. Once operational, consistent training, and responses are a part of the University's portfolio.

ACTIONS

PHASE 1 PRIORITIES

- 1

Centralized Security
Ensure all University departments ensure consistency in evaluating requests
- 2

Building Access
Integrate additional security breaches, as well as the unique levels of integrating these systems
- 3

Design Requirements
Update the University standards. The update requirements based on healthcare, academic, and safety
- 4

Security Phases
Introduce a Building design phases for a safety and security type, while integrating

Pillar 2: PREVENTION

Reduce the likelihood of harm

The Framework prioritizes the need for early identification of threats and clear pathways for mitigation. assessment of threats and security vulnerabilities is a **potential danger**, while a vulnerability is a **weakness**. When these two factors overlap, the risk to our campus is heightened. Threats and vulnerabilities may arise from:

- physical (i.e. weaknesses in a building's construction);
- behavioral (i.e. threats of violence toward campus);
- or environmental (i.e. extreme weather events, healthcare, and research operations).

The Framework strengthens the university's capacity to strengthen threat and security vulnerability

ACTIONS

PHASE 1 PRIORITIES

- 1

Event Security Risk Assessment
Enhance formal security review and communication between Public Safety and other departments. This includes early notifications mechanism
- 2

Building Security Vulnerability
Formalize the standard for security vulnerability implementation strategy for prioritizing weaknesses in a building's current physical security departments on how to proactively address
- 3

Behavioral Threat Assessment
Align additional resources, protocols, assessment and management training Management Partnership.
- 4

Risk Mitigation Priorities
Establish annual risk mitigation priorities current Threat and Hazard and Risk Assessment & Management Partners long-term consideration.

Pillar 3: PREPAREDNESS

Empower with skills and resources

By design, institutions of higher education experience rapid change in their student populations. This frequency places a great demand on staff and faculty to reinforce campus and emergency safety training to provide additional support when emergency situation arises. Prevention and preparedness training for our employees and students achieve our goal of a violence-free workplace.

While the University cannot eliminate all threats and hazards, we can impact our campus, we can equip our employees and students with training and confidence to respond effectively, protect themselves, and support others during these critical situations.

ACTIONS

PHASE 1 PRIORITIES

- 1

"Prevent, Prepare & Respond"
Establish annual employee and student training on active threats and emergencies, as well as how to indicate someone is on a pathway toward violence. Center's Civilian Response to Active Shooter Event
- 2

Employee Training
Establish annual employee training on active threats and emergencies, as well as how to indicate someone is on a pathway toward violence. Center's Civilian Response to Active Shooter Event
- 3

Student Training
Establish annual student training on active threats and emergencies, as well as how to indicate someone is on a pathway toward violence. Center's Civilian Response to Active Shooter Event
- 4

Community Training
Establish annual community training on active threats and emergencies, as well as how to indicate someone is on a pathway toward violence. Center's Civilian Response to Active Shooter Event

Pillar 4: RESPONSE

Act swiftly to reduce harm

An all-hazards approach to safety preparedness relies on clear language to inform individuals on how to respond during emergencies as emergency response protocols. Coordinated emergency response and critical incident management teams across our campus and hospitals/clinics systems helps ensure that our campus can respond swiftly. This includes continuing our alignment with the Incident Management System (NIMS) so that our response is effectively coordinated with federal, state, and local agencies.

ACTIONS

PHASE 1 PRIORITIES

- 1

Standard Response Protocol
Integrate the Standard Response Protocol into all campus activities
- 2

Emergency Response
Our employees and students work and study in a hospital or clinic, and lecture in classrooms. Our students experience campus life in classrooms. Consistent response protocols ensure that they will receive clear communication on how to respond
- 3

Communication
New response protocols will align with state and local emergency response professionals to rely on a common language

Pillar 5: RECOVERY

Restore and Support

In the aftermath of a mass casualty event or natural disaster, our institution must re-establish safety, restore critical services, and help mitigate the physical, emotional, and psychological impacts to our students, employees, and customers. Our goal is to restore operations as soon as possible, while simultaneously providing the time, space, and resources for healing, recovery, and rebuilding of our community and our campus.

ACTIONS

PHASE 1 PRIORITIES

- 1

Public Communications
Update institutional crisis communication plans and protocols to incorporate additional considerations for active threat and mass violence events. These protocols will be informed by best practices identified by the U.S. Department of Justice and Department of Homeland Security (FEMA & CISA) and supported by training with the institution's Incident Management Team.
- 2

Friends & Relatives Center (FRC) / Family Assistance Center (FAC)
Establish a Friends & Relatives Center (FRC) / Family Assistance Center (FAC) to provide support and resources for families and friends of affected individuals



5 Pillars 20 Action Areas



Active Threat Training



**8-1/2 Minute
Training Video**

PREVENT, PREPARE, & RESPOND

Training for Active Threat Situations

Watch the
60-Minute Training Video



OBJECTIVES FOR TRAINING

Increase your likelihood of surviving an active attack

Understand how people typically respond in disaster situations

Learn prompts that will help you to react quickly
(Avoid, Deny, Defend, Aid)

Identify behaviors that may signal a person is considering violence

Learn how our campus communicates in active threat and emergency situations

STANDARD RESPONSE PROTOCOL



HOLD



SECURE



LOCKDOWN



EVACUATE



SHELTER

Behavioral Threat Assessment & Management

A Risk Management Framework

54%

3.2M

The Future of BTAM

BTAM is
expanding
across:

K-12

Higher Education

Healthcare Systems

Government Agencies

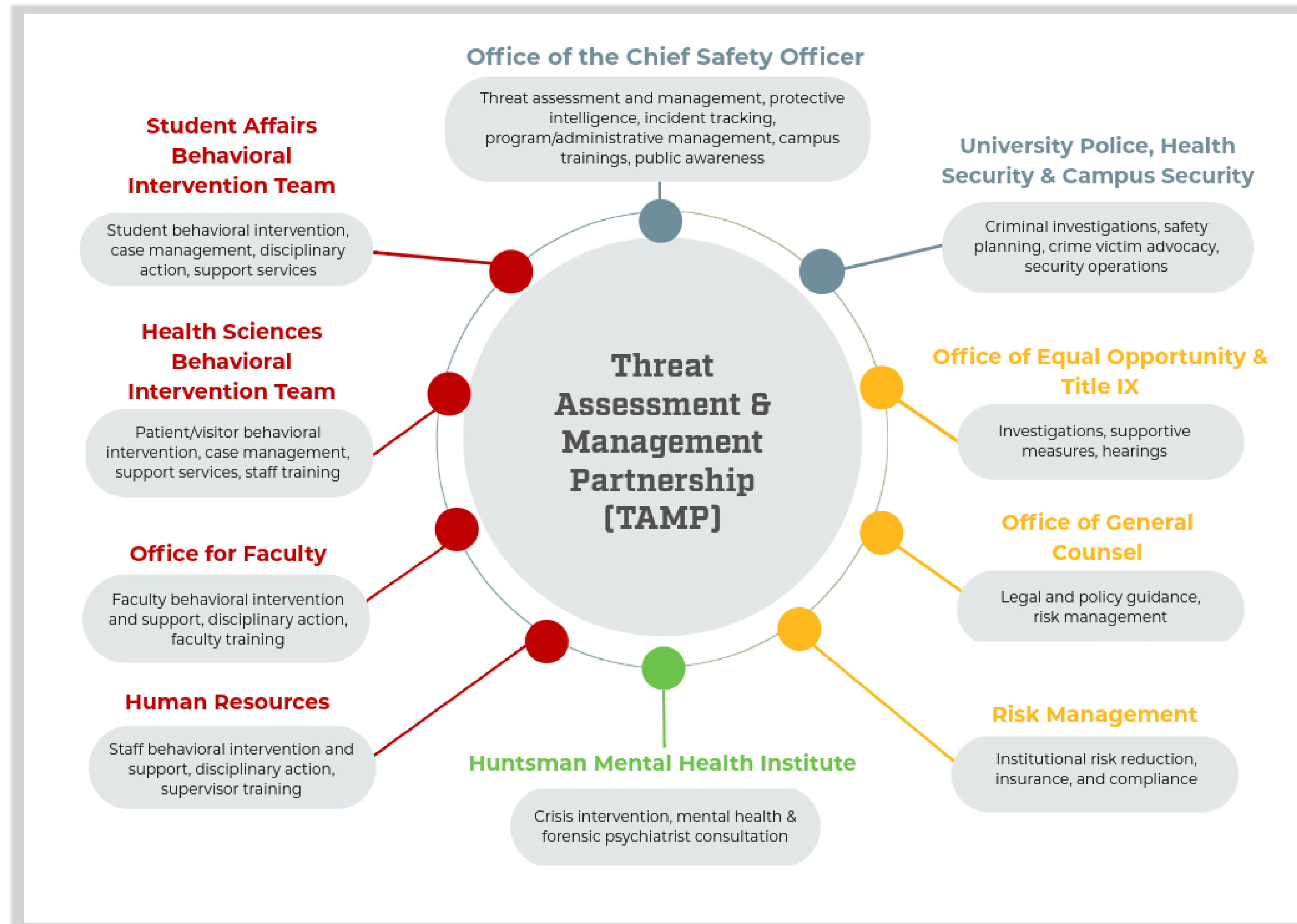
Law Enforcement

Corporations

What is BTAM?

A **multidisciplinary** team approach to **assess** and **manage** concerning behavior that could potentially be on a **pathway** toward **targeted violence**

Multidisciplinary Approach



TAM Overview

AT IT IS... AND WHAT IT ISN'T



NO PROFILE

We don't look for
"type." We look
behavior.



PREVENTION NOT PREDICTION

We can't predict
the future. We take
action to **prevent** it.



LOOKS AT PREDATORY, PREMEDITATED, TARGETED VIOLENCE

Focused on **planned**
acts of violence,
not impulsive behavior.



FOLLOWS A PATHWAY

Violence develops
over time. Behavior
changes and escalates.



KEY POINT: *BTAM is a science-based, multidisciplinary approach that helps us identify, assess, and manage behavioral risk.*

Case Types

Grievance-Driven Behavior

Workplace Violence / Employee Conflict

Stalking or Menacing Behavior

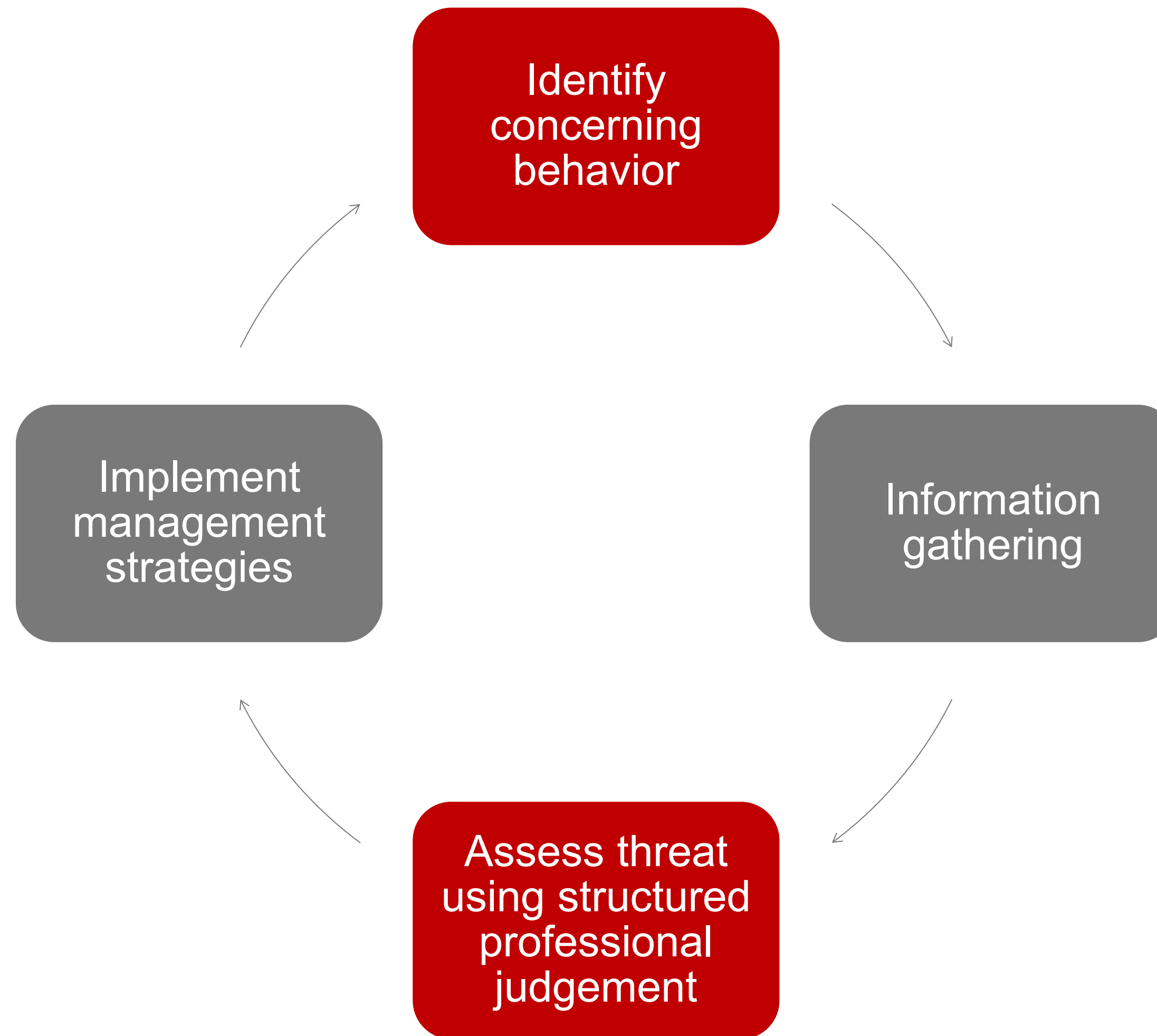
Fixation on Individuals or Organization

Threatening Communications

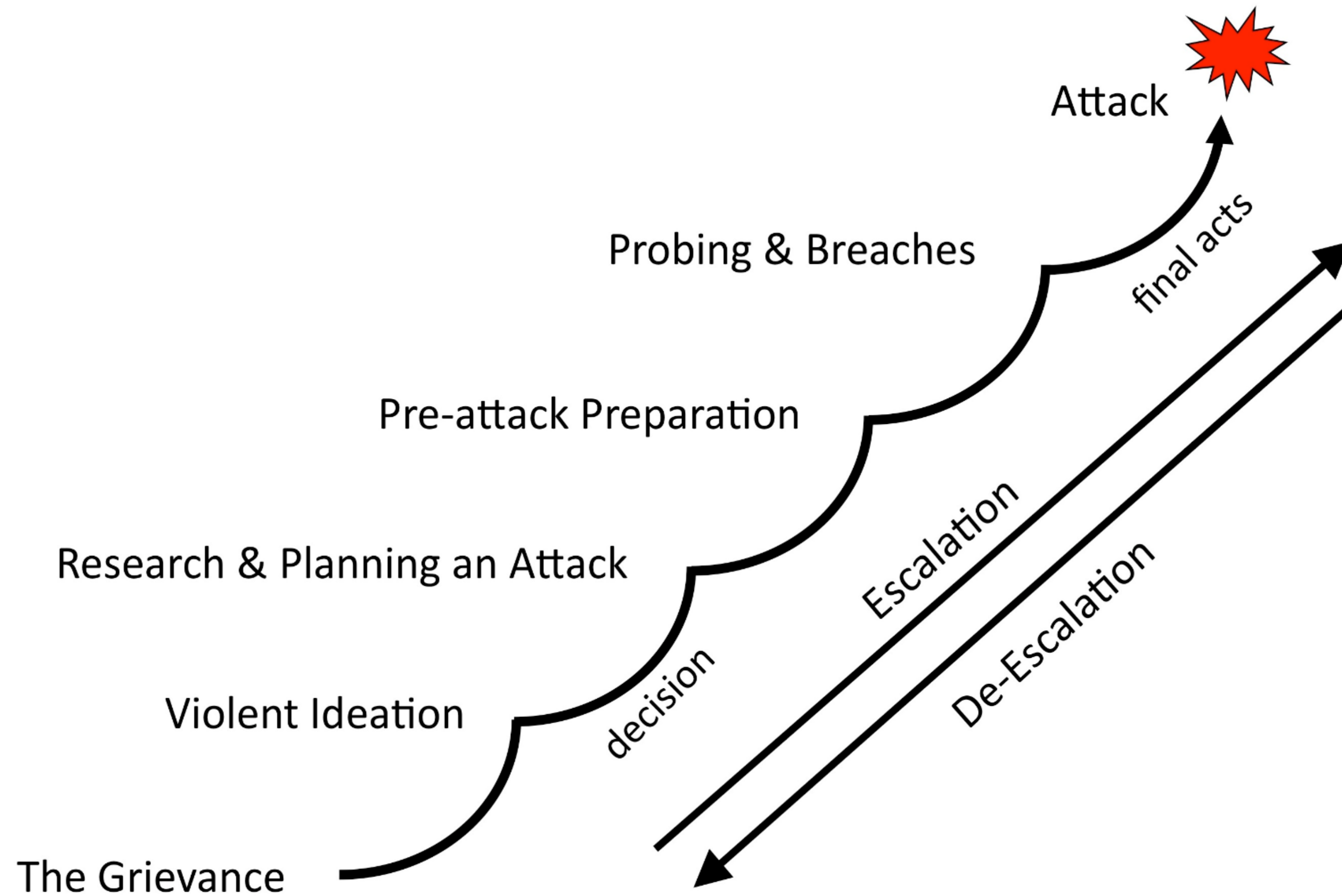
Concerning Online / Social Media Activity

Mental Health Crisis with Safety Concerns

BTAM Process



Pathway to Targeted Violence



Adapted with permission from F.S. Calhoun and S.W. Weston (2003). *Contemporary threat management: A practical guide for identifying, assessing and managing individuals of violent intent.*

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Proximal Warning Behaviors

- Fixation
- Identification
- Novel Aggression
- Energy Burst
- Leakage
- Directly Communicated Threats
- Last Resort
- Final Acts

Implement Management Strategies

REDUCE RISK. INCREASE SUPPORT. CONTROL THE ENVIRONMENT.



Provide Support & Resources

Connect the person with counseling, EAP, or other appropriate services.



Establish Clear Expectations

Communicate boundaries, policies, and consequences in writing.



Monitor & Follow Up

Track behavior, check in regularly, and reassess as needed.



Modify Work or Environment

Adjust duties, separate from targets, or change access when needed.



Coordinate & Involve Others

Stay connected across team members and share information appropriately.



GOAL: *Stabilize the situation, reduce risk, and create conditions for positive change.*

Takeaway

Reasonable

Consistent

Fact-Based

Defensible





*If nothing else, my goal today is to give you fewer surprises...
and maybe fewer emails that start with “**just looping you in.**”*

Resources

1. **U.S. Secret Service's National Threat Assessment Center** <https://www.secretservice.gov/protection/ntac>
2. **U.S. Department of Justice/Federal Bureau of Investigation - Making Prevention a Reality: Identifying, Assessing, and Managing the Threat of Targeted Attacks**
<https://www.fbi.gov/file-repository/reports-and-publications/making-prevention-a-reality.pdf/view>
3. **Ohio Attorney General's Office – Ohio School Threat Assessment Training**
<https://www.ohioattorneygeneral.gov/threatassessment>
4. **Virginia Center for School and Campus Safety**
<https://www.dcjs.virginia.gov/virginia-center-school-and-campus-safety/campus-threat-assessment>
5. **Association of Threat Assessment Professionals (ATAP)** <https://www.atapworldwide.org/>
6. **International Handbook of Threat Assessment** <https://global.oup.com/academic/product/international-handbook-of-threat-assessment-9780190940164?cc=us&lang=en&>
7. **Safer Schools Together** <https://saferschoolstogether.com/>



<https://publicsafety.utah.edu/>

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