



# TARGETED VIOLENCE

## Understanding the Operational and Financial Impact

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# Presentation Agenda

- **Segment ONE: Pre-Event Considerations**
  - Mass Shooting / Targeted Violence Defined
  - Active Shooter Characteristics
  - Mass Shooting / Targeted Violence Statistics
  - Incident Cost Factors
- **Segment TWO: Post Event Considerations**
  - Case Study Scenario
  - 7 Minutes to Live
  - Summary of Estimated Costs (Response and Recovery)
  - Conclusion
- **Questions**



# Important Note From the Presenters

As higher education administrators and managers, we should approach our preparedness for **TARGETED VIOLENCE** from a broader lens than just Active Shooters. Violence of any kind on our campus will directly impact our students, faculty, and staff. Sexual assaults, violence with any weapon, and crime of any kind will deter students from enrolling. This presentation focuses on violence using a firearm because it is the most common violent act and is usually the most newsworthy.

A person in tactical gear, including a helmet and a vest, is holding a rifle. The image is overlaid with a semi-transparent blue filter. The text "MASS SHOOTINGS DEFINED" is written in large, bold, red capital letters across the center of the image.

# MASS SHOOTINGS DEFINED



# Issue Scope

## Mass Shooting Defined

A **mass shooting** event is any act of violence with a firearm involving the killing 4 or more victims...

## Targeted Violence Defined

A **targeted violence** shooting event is any act of violence in which a perpetrator attacks a particular individual or group (college, students, etc.) with a firearm regardless of the number of casualties...

Unfortunately, higher education experiences BOTH forms of violence and the numbers of attacks and casualties has steadily increased since 2000.

A person in tactical gear, including a helmet and a vest, is aiming a rifle. The image is overlaid with a semi-transparent blue filter. The text "Active shooter characteristics" is centered over the image in a large, bold, red font.

# Active shooter characteristics



# Quick Facts About Shooters

- Most Shooters are NOT Crazy.
- Most Incidents Do NOT Involve People Who Snap.
- Most Incidents Involve Careful Planning and Commitment.
- Most Shooters Have at Least One Specific Target in Mind.
- Shooters Often Believe They are Doing the Right Thing.
- Symptoms of Shooter Behavior Surfaces Before Most Attacks.
- Shooters are **ENRAGED**.
- Shooters Want to Be Acknowledged for The Incident.
- Shooters May Be Depressed or Have Mental Health Issues.
- Shooters May Want to Be Stopped by Friends or Family.



# Why Does a Shooter Want to Kill Us?

- Low Capability for Coping with Rejection / Criticism.
- Interprets Criticism as a Form of Bullying or an Attack.
- Belief They are the Victim and Should Protect Themselves.
- Sees Murder as Justifiable Homicide / Self Defense.
- Supports the Notion of Justice Through the Death Penalty.
- Belief They are Judge, Jury, and Executioner.
- Feel They Have a Moral Imperative to Impose Justice.
- Connects Their Depression to the Target.
- Refuses to Seek Out Mental Health Help.
- Deteriorates and Spirals Into Unrecoverable Tailspin.
- Planning the Death of the Target Relieves Their Anxiety.
- They Take **Comfort** in the Violent End Game.



# How Does a Shooter Progress to Violence?

- Series of Negative Events Creates Depression and Rage.
- Events Can Be Broken Romances, Work Problems, etc.
- Lack of Steps to Resolve Anger Worsens the Situation.
- Shooter Gravitates to People with Like Mindsets.
- Catastrophic Events May Expedite the Process.
- Planning Starts by Moving Through Path of Decision Gates.
- Target is “Acquired” and the “Roadmap” is Activated.



## How Does a Shooter Progress to Violence? (cont'd)

- Threats to Shooter Include Sexuality, Ego, Reputation, etc.
- **1<sup>st</sup> Decision Gate:** Is the Target a Threat?
  - If Answer is YES, Target is Acquired.
- **2<sup>nd</sup> Decision Gate:** How Severe is the Threat?
  - If severe enough, shooter decides what action to take.
- **3<sup>rd</sup> Decision Gate:** Should I Eliminate the Target / Threat?
  - If YES, planning phase begins.
- **4<sup>th</sup> Decision Gate:** Committed to the Intended Action?
  - If YES, planning phase evolves into execution phase.



# Shooter Behavioral Checklist

- ✓ Increased use of alcohol and or illegal drugs.
- ✓ An unexplained increase in absenteeism.
- ✓ Noticeable decrease in attention to appearance and hygiene.
- ✓ Depression and withdrawal.
- ✓ Unprovoked, explosive outbursts of anger or rage.
- ✓ Threats or verbal abuses of co-workers and supervisors.
- ✓ Repeated comments indicating suicidal or homicidal tendencies.
- ✓ Noticeably unstable emotional responses.
- ✓ Behavior suggestive of paranoia.
- ✓ Preoccupation with previous incidents of violence.
- ✓ Increased mood swings.
- ✓ Seen writing long-winded manifestos about the target / problem.
- ✓ Having a plan to “solve all problems.”
- ✓ Resistance and overreaction to procedural changes.
- ✓ Increased unsolicited comments about firearms and other weapons.
- ✓ Empathy with individuals committing violence.
- ✓ Repeated violations of company policy.
- ✓ Fascination with violent and or sexually explicit movies or publications.
- ✓ Escalation of domestic problems.
- ✓ Large withdrawals from or closing company credit union account.



A person in tactical gear, including a helmet and a vest, is aiming a rifle. The image is overlaid with a semi-transparent blue filter. The text "Mass shooting TARGETED VIOLENCE statistics" is written in red, bold, sans-serif font across the center of the image.

# Mass shooting TARGETED VIOLENCE statistics



# ***TOTAL AVERAGE ANNUAL COSTS FOR VICTIMS OF VIOLENCE IN THE UNITED STATES***

# **\$214,000,000,000**

**\$45 Billion**  
(Medical and Lost Wages)

*On average, over **33,000** people die from firearm-related incidents each year.*

Gani, F., Sakran, J. V., & Canner, J. K. (2017). Emergency Department Visits For Firearm-Related Injuries In The United States, 2006–14. *Health Affairs*, 36(10), 1729–1738. doi:10.1377/hlthaff.2017.0625.

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# ***National Gun Statistics***

- **270 Million** guns in the United States.
- Guns can be easily illegally acquired by many juveniles and young adults.
- Higher percentage of “arrestees” own guns than regular citizens.
- The “Illicit Gun Market” is real.
- 1 in 5 guns used in crimes moved quickly from legal sale to its criminal use.
- Most gun violence occurs in cities and urban areas.
- Teens and young adults are the most likely victims.
- There were 467,321 firearm victims in 2011. 11,101 of them died.
- An average of 232,400 guns are stolen from legal gun owners each year.

Lankford, A. (2016). Public mass shooters and firearms: A cross-national study of 171 countries. *Violence and Victims*, 31(2), 187-199.  
doi:<http://dx.doi.org/10.1891/0886-6708.VV-D-15-00093>

National Institute of Justice (2017). Who has guns and how are they acquired. HIVJ Website at <https://www.nij.gov/topics/crime/gun-violence/Pages/aquired.aspx>.



# ***National Gun Violence Statistics***

- 1 firearm death occurs in the United States every **17** minutes.
- **87** people die by firearm in the US each day.
- **609** every week.
- **33,599** killed by firearms in 2016.
- **63%** suicides, **34%** homicides, **2%** unintentional.
- The United States has the highest rates of gun deaths amongst all industrialized nations including Russia.
- Gun violence has been declared a national health problem by the **CDC**.
- Gun violence impacts all of the fiscal elements of society to include education, health, incarceration, family instability, and social capital...

\* Winker, M. A., Abbasi, K., & Rivara, F. P. (2016). Unsafe and understudied: The US gun problem. *BMJ : British Medical Journal* (Online), 352doi:<http://dx.doi.org/10.1136/bmj.i578>.



# ***National* Mass Shooting Statistics**

## **2000-2013**

- **160** incidents nationwide
- **31%** of the world's mass shootings occur in the US. The rest of the world combined accounts for the remaining 69%. US only accounts for 5% of the world population.
- **1,043** Casualties overall
- **486** Dead (47%)
- **557** Wounded (53%)
- **11.4** incidents per year
- **6.4** per year 2000 to 2006 | Increased to **16.4** per year 2007 to 2013 or an increase of **156%**
- Highest number of incidents (**2010, 26**) | Highest number of casualties (**2012, 208**)
- **12** Incidents (7.5%) at Higher Education Institutions | **60 Dead, 60 Wounded**

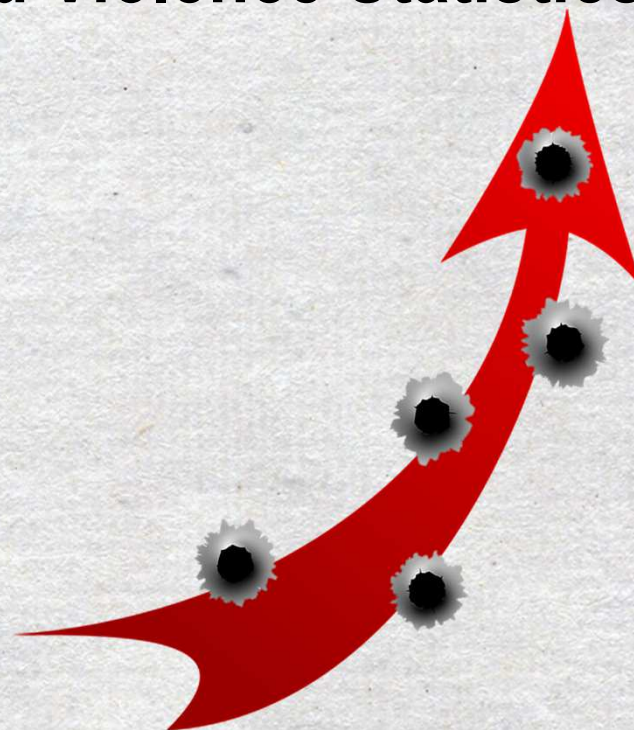
\* U.S Department of Justice (2014).



# ***National* Higher Education Targeted Violence Statistics**

## **2000-2015**

- **153%** increase in college **Shooting Events**
- **241%** increase in college **Casualties**
- **190** College Shootings
- **437** People Shot | **167** Killed | **270** Wounded
- **290** Students Shot | **40** Employees Shot
- **7** of the shootings accounted for **66** dead and **64** wounded
- **Disputes** (38%) | **Robberies** (21%) | **Drugs** (12%) | **Targeted Student** (11%)
- Only **5%** of the shootings on campus related to mass shooting events



\* Cannon, A., Ueberall, S., Thies, E., & Wolfgang, C. (2016)



# ***Historical* Education Mass Shootings / Killings**

• Enoch Brown School	(July <b>1764</b> )	<b>10 killed</b>
• Charles Town, W. Virginia	(December 1898)	<b>6 killed</b>
• Plain Dealing High School	(March 1893)	<b>4 killed</b>
• South Pasadena Junior High	(May 1940)	<b>5 killed</b>
• University of Texas	(August 1966)	<b>17 killed</b>
• Rose-Mar College of Beauty	(November 1966)	<b>5 killed</b>
• Cal State Fullerton	(July 1976)	<b>7 killed</b>
• Cleveland Elementary School	(January 1989)	<b>6 killed</b>
• University of Iowa	(November 1991)	<b>6 killed</b>
• Westside Middle School	(March 1998)	<b>5 killed</b>
• Thurston High School	(May 1998)	<b>4 killed</b>
• Columbine High School	(April 1999)	<b>15 killed</b>
• University of Arizona	(October 2002)	<b>4 killed</b>
• Red Lake Sr. High School	(March 2005)	<b>10 killed</b>
• Virginia Tech	(April 2007)	<b>33 killed</b>
• Northern Illinois University	(February 2008)	<b>6 killed</b>
• Sandy Hook Elementary	(December 2012)	<b>28 killed</b>
• Marysville Pilchuk High School	(October 2014)	<b>5 killed</b>
• Umpqua Community College	(October 2015)	<b>10 killed</b>



# **California Higher Education Targeted Violence Statistics**

## **California Colleges or Universities (2002-2017, 22 killed, 24 wounded)**

• Cal State University – San Bernardino	(October 2002)	<b>1 wounded</b>
• Contra Costa Community College	(November 2007)	<b>1 wounded</b>
• Skyline College	(September 2009)	<b>1 wounded</b>
• Diablo Valley College	(March 2010)	<b>1 wounded</b>
• San Jose State University	(May 2011)	<b>2 killed</b>
• University of Southern California	(November 2011)	<b>2 wounded</b>
• Oikos University	(April 2012)	<b>7 killed, 3 wounded</b>
• University of Southern California	(April 2012)	<b>2 killed</b>
• University of Southern California	(October 2012)	<b>4 wounded</b>
• Santa Monica College	(June 2013)	<b>5 killed, 2 wounded</b>
• Los Angeles Valley College	(January 2014)	<b>1 killed</b>
• University of California Santa Barbara	(May 2014)	<b>3 killed, 7 wounded</b>
• Sacramento City College	(September 2015)	<b>1 killed, 2 wounded</b>
• University of Southern California	(June 2016)	<b>1 killed</b>

\* Cannon, A., Ueberall, S., Thies, E., & Wolfgang, C. (2016)



## ***Estimated Costs of Infamous Active Shooter Events***

• Las Vegas Mass Shooting Attack	<b>\$600 Million</b> (estimated)
• Orlando Terror Attack	<b>\$390 Million</b>
• San Bernardino Terror Attack	<b>\$125 Million</b>
• Century Theatre – Aurora, Colorado	<b>\$100 Million</b>
• Sandy Hook Elementary School	<b>\$100 Million</b>
• Columbine High School Shooting	<b>\$50 Million</b>
• Virginia Tech Shooting	<b>\$48.2 Million</b>

**Note:** The costs represented here include the potential litigation and claim payment expenses against all possible defendants. The defendants will likely include cities, counties, public agencies, security and police agencies, etc. **See slide #24 for more thorough list of the post incident losses.**



A person wearing a helmet and tactical gear is aiming a rifle. The image is faded and serves as a background for the title text.

# TARGETED VIOLENCE COST FACTORS



# Targeted Violence Cost Factors

## Pre-Event Considerations

- ✓ Threat Assessment
- ✓ Prevention/Mitigation Strategies
- ✓ Access Control/Security Systems
- ✓ Institution Risk Appetite
- ✓ Institution Fiscal Health
- ✓ Action/Inaction Political Climate
- ✓ Decision-Making Paralysis
- ✓ Commitment to Mitigation Effort
- ✓ Mitigation Strategy "Fit"
- ✓ Fiscal and Strategy Balance
- ✓ Strategy Implementation Strength
- ✓ Accrual and Reserve Needs
- ✓ Risk Transfer Costs
- ✓ Consultant/Expert Costs
- ✓ Training/Labor Expenses
- ✓ Mass Notification System Costs
- ✓ Police Department Investment
- ✓ Security Equipment Investment
- ✓ Technology Investment (security)
- ✓ Total Costs of Risk (TCOR)



# Targeted Violence Cost Factors

## During Event Considerations

- ✓ Loss of Life
- ✓ Injured Workers
- ✓ Property Loss
- ✓ Business Interruption/Continuity
- ✓ Administration Labor
- ✓ Social Media
- ✓ Family Reaction/Reunification
- ✓ Emergency Operations Center
- ✓ Interagency Cooperation
- ✓ Public Information Officer
- ✓ Response Leadership
- ✓ Site Restoration/Reconfiguration
- ✓ Local Agency Capabilities
- ✓ Hospital Trauma Resources
- ✓ Local Community Impact
- ✓ Shooter Accomplices
- ✓ Copycat Attacks



# Targeted Violence Cost Factors

## Post Event Considerations

- ✓ Psychological Impact (stakeholders)
- ✓ Resiliency of Faculty/Staff
- ✓ Immediate Loss of Institutional Knowledge
- ✓ Retraining and Onboarding
- ✓ Long Term Workforce Attrition
- ✓ Media/Publicity/Reputational Loss
- ✓ Insurance/Excess Premiums
- ✓ Uninsured Losses
- ✓ Productivity Losses
- ✓ Bargaining Unit Stressors
- ✓ Investigation Costs
- ✓ Claims/Litigation Costs
- ✓ Funeral Costs
- ✓ Health Care Premium Costs
- ✓ Offender Incarceration Costs
- ✓ Credit Impact
- ✓ Counseling Expense
- ✓ Supplies, Ammunition, etc. Costs
- ✓ Misc. Costs and Expenses



# Importance of Resiliency

- “Life after experiencing a mass shooting or other disaster seems strange and foreign, as if the world that once was so familiar has been erased. Psychologists refer to this as the ‘loss of the assumptive world.’ The violence that has been experienced is so unexpected and out of the daily norm that all sense of predictability and regularity of life is shattered.”
- “While trauma is, by definition, disturbing and life-changing, for many of its victims, the long-term outcomes can be transformative rather than debilitating. It is a mistake to stereotype survivors as forever broken by their experience. Indeed, while traumatic memory is never erased, and recovery doesn’t happen overnight, with time and attention to needs, trauma can be overcome and a new future, full of purpose and joy, achieved.”

- Mears, Carolyn Lunsford (2016). The worst has happened – Now what? Campus Safety Magazine. Retrieved from [http://www.campusafetymagazine.com/emergency/the\\_worst\\_has\\_happened\\_now\\_what1/2/](http://www.campusafetymagazine.com/emergency/the_worst_has_happened_now_what1/2/).



A soldier in tactical gear, including a helmet and a vest, is aiming a rifle with a scope. The image is overlaid with a semi-transparent blue filter. The text "CASE STUDY" is written in large, bold, red capital letters across the center of the image.

# CASE STUDY



# Fictitious Case Study Scenario:

- ✓ Southern California community college district.
- ✓ 35,000 FTES.
- ✓ 5,000 employees.
- ✓ POST-Certified Police Department (15 sworn officers).
- ✓ 2 square mile campus with 34 buildings.
- ✓ No mass notification system in place. 911 only.
- ✓ Faculty untrained in active shooter response.
- ✓ Suburban environment with small local police agency.
- ✓ 1 week before finals.
- ✓ Rainy and cold outside.
- ✓ Attack occurs in broad daylight.
- ✓ 1 male shooter, approx. 30 years of age.
- ✓ Former student with knowledge of the topography, etc.
- ✓ Multiple high caliber, semi-automatic weapons.



# 7 MINUTES TO LIVE

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**The Average Time of an Active Shooter Event**

**Robert Gunzel**

Chief of Police

Riverside Community College District



# SURVIVAL IS POSSIBLE



## 7 MINUTES TO LIVE

- Shots Fired! 7 Minutes to go
- Contemplation 6 Minutes to go
- Sensory Overload 5 Minutes to go
- Help is on the Way 4 Minutes to go
- Help is Onsite 3 Minutes to go
- Threat Neutralized 2 Minutes to go
- Evacuation 1 Minute to go



**SHOTS FIRED!**

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**7 MINUTES TO GO**



## MINUTE 7 - FIRST SHOTS HEARD

- “Was that a car backfire?”
- “Where did that sound come from?”
- “Could that be a gun shot?”
- “What should I do?”
- “Escape? But which way?”
- “Hide? But where?”
- “The sound is getting closer!”





## ACTIVE SHOOTER - IN THE HALLWAYS

- Get in a room that is not already secured and secure it.
- Unless you're close to an exit, don't run through a long hall to get to one, you may encounter the shooter.
- Don't hide in restrooms, most are unlockable without a key.
- Call 9-1-1. Do not assume someone else is doing so.
- Activate Personal Alert Systems App (*Rave Guardian, etc.*)
- Give "exact" location with as much information as possible. Avoid abbreviations.
- Provide description of suspect (if known) and directions if possible.
- Now is not the time for SOCIAL MEDIA!



# CONTEMPLATION

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**6** MINUTES TO GO



## MINUTE 6 – WHAT IS HAPPENING?

- It seems like help is taking forever to get here...
- What is going on outside?
- Do they know what is happening?
- What should we use to secure the door?
- Does it open inward or outward?
- Who in this room can help me?
- Is there anybody in distress?
- Should we flee, take cover, remain in place or try to warn others of the danger?



## CONTEMPLATION...

- **POLICE ARE ON THE WAY! BE PREPARED TO:**
  - **ACT DELIBERATELY AND DECISIVELY.** If you are unable to escape to safety or secure the room and become confronted by someone intent on doing harm to you or others.
  - **DO THE UNEXPECTED.** The suspect has run this exact scenario in his head hundreds of times, always having the same destructive outcome to his actions. Change the outcome!
  - **DEVELOP A WARRIOR MENTALITY.** Refuse to be a victim. Prepare to fight for your life.



# SENSORY OVERLOAD

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**5** MINUTES TO GO





## **MINUTE 5 – SENSORY OVERLOAD**

- **CLOSE YOUR EYES AND IMAGINE:**
  - Gunfire Sounds.
  - Chairs, Desks and Equipment Moving Around.
  - Shadows and Smokey Haze.
  - Smoke Alarms, Fire Sprinklers, and Strobe Lights.
  - Moaning and Screaming.
  - Gunpowder Smell.
  - Smell of Sweat and Other Bodily Fluids.
  - Sounds of Siren in the Distance.
  - Eerie Silence.



**SURVIVAL IS POSSIBLE...**

"It's hard to beat  
a person who never  
gives up."

- Babe Ruth



**HELP IS ON THE WAY**

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**4 MINUTES TO GO**



## **MINUTE 4 – HELP IS OUTSIDE NOW**

- Law Enforcement has arrived.
- A group of officers are putting on additional protective equipment & formulating their plan to enter the building.
- “Hot Zones” (Red / Yellow / Green) are being determined.
- Incident Command Post being established in the area.
- Other public safety agencies responding quickly to assist.
- Officers are moving in to stop the shooter.



## **MINUTE 4 – WHERE ARE THE COPS!?**

- Time is Ticking Away Slowly.
- First wave of officers are inside the building and searching for the shooter.
- The goal is to STOP THE THREAT!
- Initially, everyone in the building/area may be considered a suspect.
- First officers will likely walk past the wounded until the shooter is stopped.
- It's not personal, but don't expect a lot of communication from officers right now.



**HELP IS ONSITE**

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**3 MINUTES TO GO**



## **MINUTE 3 – HELP IS ONSITE AND CLOSE**

- Officers are quickly moving toward the sound of gunfire and conducting a visual check of victims/open spaces as they move.
- You're safe now, we didn't leave you!
- Instructions for those still sheltered will be given by secondary response teams.
- Those that have exited the building safely should keep their hands high & visible and make their way towards the police.
- Do exactly what the police instruct you to do.
- If no police units are in the area that you escape, move well away from the building and find safe cover positions and wait for the police to arrive.



**THREAT NEUTRALIZED**

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**2 MINUTES TO GO**



## MINUTE 2 – THREAT NEUTRALIZED

- Secondary teams begin to enter the building.
- Searching for secondary devices or “layoff suspect.”
- Evacuation process beginning, wounded first - be patient.
- Some wounded being treated in place.
- Evacuated being directed to medical triage.
- this incident is not over until the threat has been stopped.



# EVACUATION

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**1** MINUTE TO GO





# EVENT OUTCOME



# Fictitious Event Outcome

- ✓ 911 call went out 1 minute after shooting started.
- ✓ Event took 12 minutes from start to finish.
- ✓ 24 people dead (21 students, 3 employees).
- ✓ 1 victim is the Mayor's son.
- ✓ 39 people wounded (1 college police officer, 38 students/staff).
- ✓ Police are looking for shooter 8 minutes into the event.
- ✓ Shooter killed himself in the classroom.
- ✓ Police accidentally shoot a hearing-impaired student.
- ✓ Multiple agencies responded (college, city, Sheriffs, etc.).
- ✓ Media on site.
- ✓ Fire from a flash bang engulfs a large theatre complex.
- ✓ CEO and PIO are at an off site meeting (1 hour away).
- ✓ **Chief Business Officer is senior manager on site.**
- ✓ Bargaining unit President interviewed by the press **FIRST**.



# Case Study Estimated Costs

• Workers Compensation Claims:	\$25 Million (after retention exhausted)
• General Liability Claims:	\$12.5 Million (after retention exhausted)
• Local Agency Recovery Costs:	\$2.8 Million
• Property Damage (fire):	\$1 Million (deductible)
• Investigation Costs:	\$500k
• Elective Classroom Restoration:	\$2.5 Million
• Increased Insurance Premiums:	\$1.75 Million
• Administrative Labor Costs:	\$900k
• Bargaining Unit Lawsuit(s):	\$1.5 Million
• Retraining and Onboarding:	\$500k
• Increased Health Care Premiums:	\$1.1 Million
• Counseling Expenses:	\$250k
• Recovery Costs (supplies, etc.)	\$200k
• Reputational Recovery Campaign:	\$1 Million
• Productivity Losses:	Subjective
• Long Term Psychological Stigma	Priceless

**ESTIMATED TOTAL: Over \$80 Million**

**Note: Likelihood of decreased revenue due to reduced FTES very likely.**



# Financial Results Note

- Even when risk transfer to insurance and excess is included in the calculations, the losses would likely exceed \$25 Million for this scenario. How many community college districts have the ability to absorb \$25 Million in unbudgeted losses?
- How does a college district recover from a loss like this when students, parents, faculty, and staff will have lost confidence in the district's ability to protect its stakeholders?
- Mass shootings and targeted violence events are rarely preventable. However, preparation and an investment in the safety and security of the stakeholders will reduce the effects of the incident and mitigate the long term effects.
- It is estimated that 30% to 40% of staff and administrators will leave an organization within two years after a mass shooting.



# QUESTIONS

A person wearing a helmet and tactical gear is holding a rifle. The image is overlaid with digital effects: a red particle cloud on the left, a blue particle cloud on the right, and a thin blue line curving across the right side. The word 'QUESTIONS' is written in large red letters at the top.



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