

**ACTIVE AGGRESSOR:  
ISSUES WE ARE  
FACING**

**ROD FULENWIDER  
VP PROTECTIVE SERVICES  
214 801-3472**



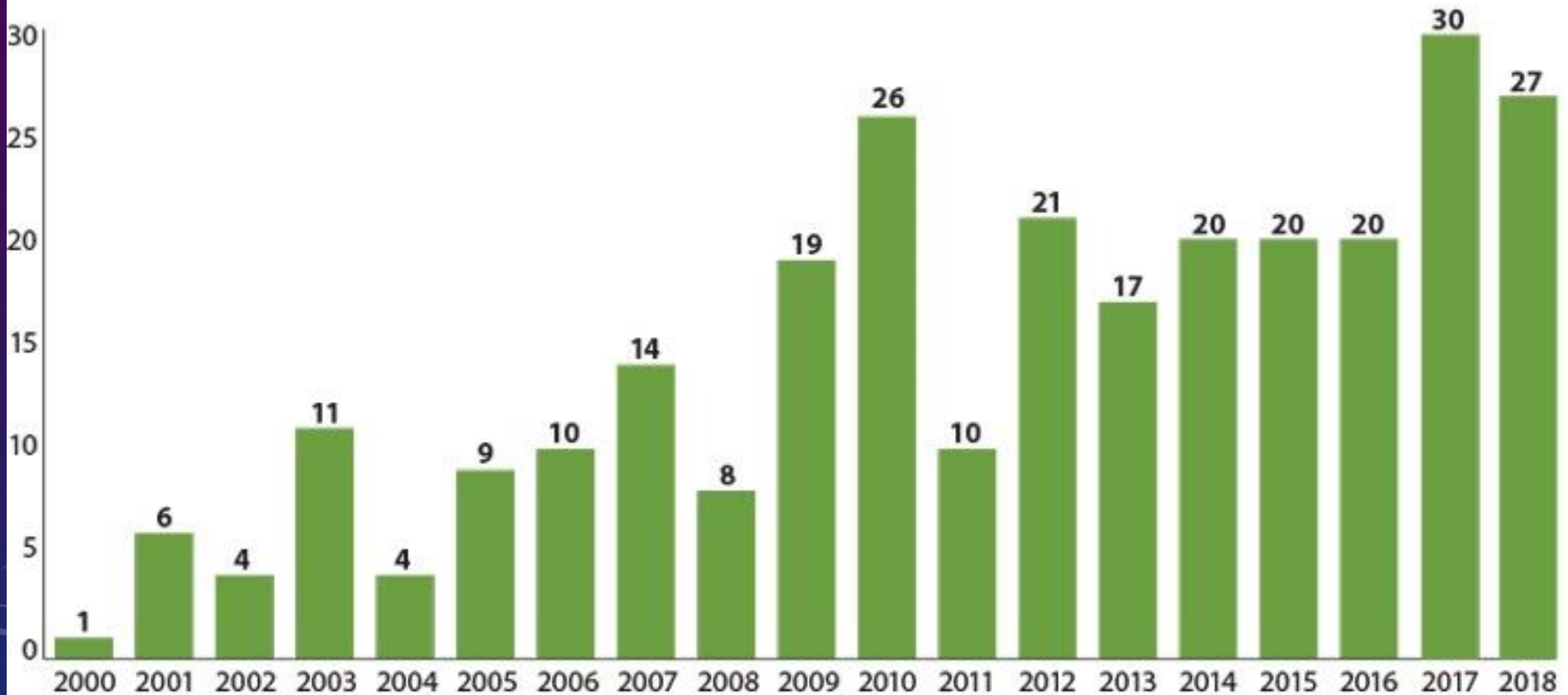
**ISCP**   
INTERNATIONAL SUPPLY CHAIN  
PROTECTION ORGANIZATION

# AGENDA

- Background Information – real facts
- What makes people mad
- What makes people mad
- Pre-Attack Behavior
- Concerning Behavior
- Case Study
- Questions



**Quick Look:** 277 Active Shooter Incidents in the United States Between 2000 - 2018  
**Incidents Per Year**



Source: Federal Bureau of Investigation, 2018

**277** incidents  
occurred between  
2000 and 2018

**2,430**

Casualties, including killed and wounded  
(shooters were not included in this total)

**884**

were killed in 277 incidents

**1,546**

were wounded in 277 incidents.

# WHAT MAKES PEOPLE MAD



**Angry at not being heard – YOU are not listening**



**Angry at perceived unfairness**



**Angry at the boss, the system, the structure**



**Angry at goal's being blocked or interrupted**



**FYI – anger is normal and it is OK!**



**“Our feelings are neither good or bad, it is what we do with them that matters”**



# PATHWAY TO VIOLENCE



**1) Grievance**



**2) Isolation**



**3) Research & Planning**



**4) Preparation**



**5) Breach (dry run)**



**6) Attack**





# PRE-ATTACK BEHAVIOR

- **Personal Loss**
- **Lack of interest in non-violent solutions (85%)**
- **Pervasive, persistent fantasies of victimization**
- **Revenge**
- **Bully Behavior (93% made threats)**
- **Coping/isolation issues**
- **Dramatic behaviors (fixation 41%)**
- **Leakage – critical for review (the list\*)**
- **Behavior is critical**
  
- \* Case Southern U.S.



## CONCERNING BEHAVIOR

- **Social media posts with alarming content**
- **Escalating anger or aggressive behavior**
- **Changes in behavior and appearance (Tyler 2018)**
- **Expressions of suicidal ideations**
- **Writing about violence or weapons**
- **Cutting off communications**
- **Inappropriate behavior toward females**





## CONCERNING BEHAVIOR

- **Stalking/harassing behavior**
- **Increased depression**
- **Increased drug use**
- **Erratic behavior**
- **Purchasing weapons**
- **Threats of domestic violence (30%)**
- **Acting Paranoid**



## ISSUES/ENHANCEMENTS

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**Violent History**

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**Physical/Mental Health**

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**Weapons Access**

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**Problem Behaviors**

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**Social/environmental**

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**Warning Behaviors**

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**Triggers/stressors**

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**GRIEVANCE COLLECTOR**

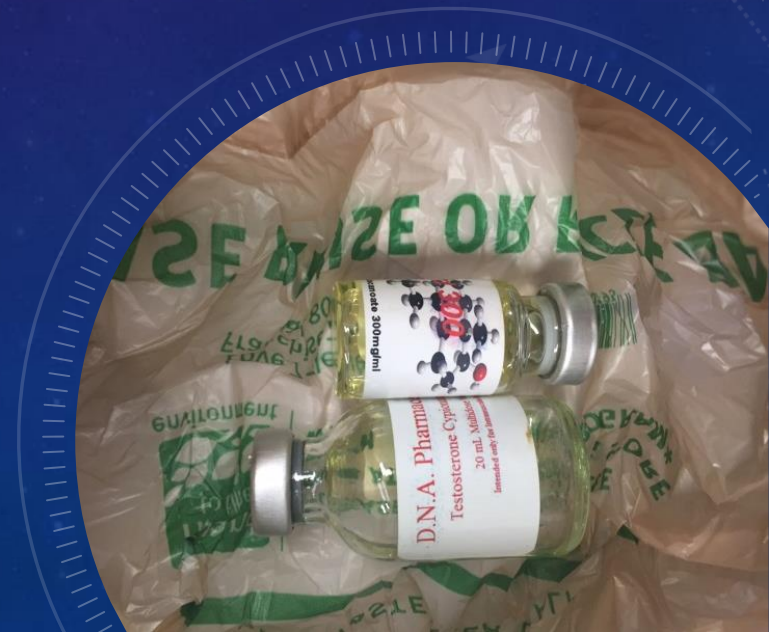
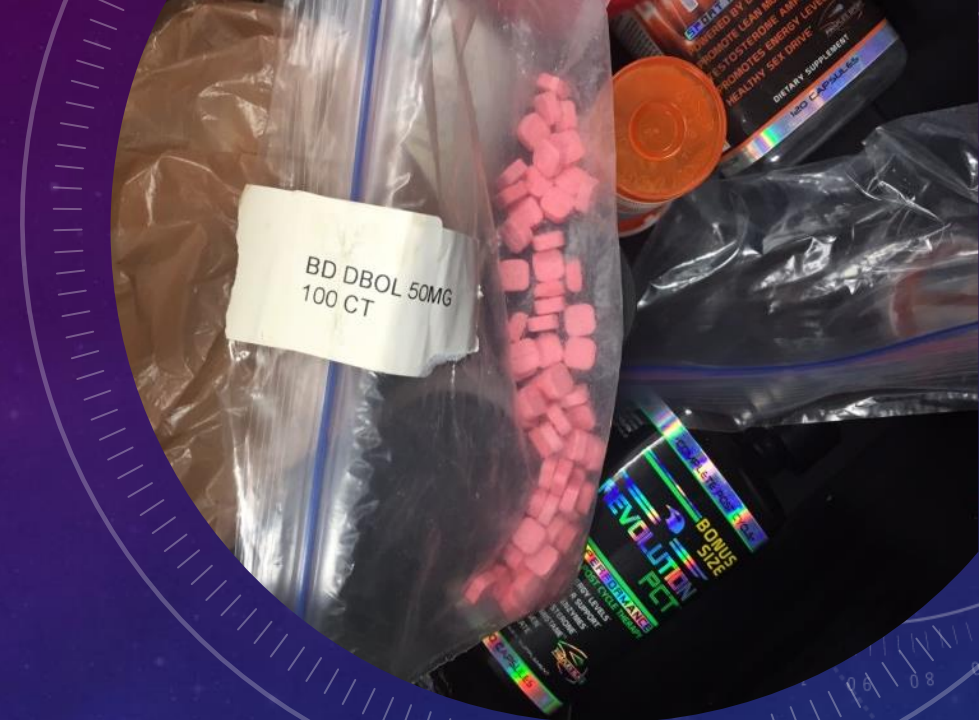
# CASE STUDY: OVERFLOW OF VIOLENCE

- Location: Somewhere North Texas
- Nine-month employee to be termed for performance
- Religious Zealot
- Anti-government views
- Gun-nut
- Two weeks before made threat at manager
- Two weeks before bought suppressor



## CASE STUDY: ISSUES?

- Location: Somewhere not in Texas
- VP suspended for assault of female employee
- Known alcohol abuser
- Owes the company \$76,000
- Stated: “if you take everything from me, I’ll take everything from you”
- Cleaned out desk: 100+ vials of steroids and syringes



## CASE STUDY: DISCIPLINE ISSUE

- Kraft Philly: 2010 Suspended returned 10 minutes later. Two dead, one injured.
- Budweiser Hartford: 2010 Termed for theft. Eight dead, two injured.
- Pillsbury Indiana: One dead.
- Coors, WI: 2020: Six dead
- UPS, CA: 2020: Threats made by employee. 20,000 rounds of ammo, multiple weapons and backpack with magazines at the door.



# CASE STUDY: 2014 UC SANTA BARBARA

- **Asian/American**
- **Father – Hunger Games**
- **Killed 6 , injured 14 (2 knives/2 guns)**
- **3 in apartment**
- **Targeted Violence**
- **Hypervigilant Narcissist**
- **Punish women for rejecting him**
- **Envied sexual activity**
- **Sent warning signs**
- **Practiced**
- **Friends were paid for**

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