ACTIVE SHOOTER

HOW TO RESPOND

Emergency Numbers

EMERGENCY SERVICES: _____ 9 -1 -1 _____

LOCAL EMERGENCY INFORMATION LINE: _____

LOCAL POLICE DEPARTMENT: _____

LOCAL FIRE DEPARTMENT: _____

LOCAL HOSPITAL: _____

LOCAL FBI FIELD OFFICE: _____

FACILITY SECURITY: _____

FACILITY ADDRESS: _____

_____

_____

_____

FLOOR: _____ SUITE/ROOM: _____

OFFICE #: _____ EXT. _____

PROFILE OF AN ACTIVE SHOOTER

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.

Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

Good practices for coping with an active shooter situation

- Be aware of your environment and any possible dangers

- Take note of the two nearest exits in any facility you visit

- 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.

CALL 911
WHEN IT IS SAFE TO DO SO!

HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

Quickly determine the most reasonable way to protect your own life. Remember that customers and clients are likely to follow the lead of employees and managers during an active shooter situation.

1. Evacuate

    If there is an accessible escape path, attempt to evacuate the premises. Be sure to:

    • Have an escape route and plan in mind

    • Evacuate regardless of whether others agree to follow

    • Leave your belongings behind

    • Help others escape, if possible

    • Prevent individuals from entering an area where the active shooter may be

    • Keep your hands visible

    • Follow the instructions of any police officers

    • Do not attempt to move wounded people

    • Call 911 when you are safe

2. Hide out

    If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.

    Your hiding place should:

    • Be out of the active shooter's view

    • Provide protection if shots are fired in your direction   (i.e., an office with a closed and locked door)

    • Not trap you or restrict your options for movement

    To prevent an active shooter from entering your hiding place:

    • Lock the door

    • Blockade the door with heavy furniture

If the active shooter is nearby:

- Lock the door
- Silence your cell phone and/or pager
- Turn off any source of noise (i.e., radios, televisions)
- Hide behind large items (i.e., cabinets, desks)
- Remain quiet

If evacuation and hiding out are not possible:

- Remain calm
- Dial 911, if possible, to alert police to the active shooter's location
- If you cannot speak, leave the line open and allow the dispatcher to listen

3. Take action against the active shooter

As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:

- Acting as aggressively as possible against him/her
- Throwing items and improvising weapons
- Yelling
- Committing to your actions
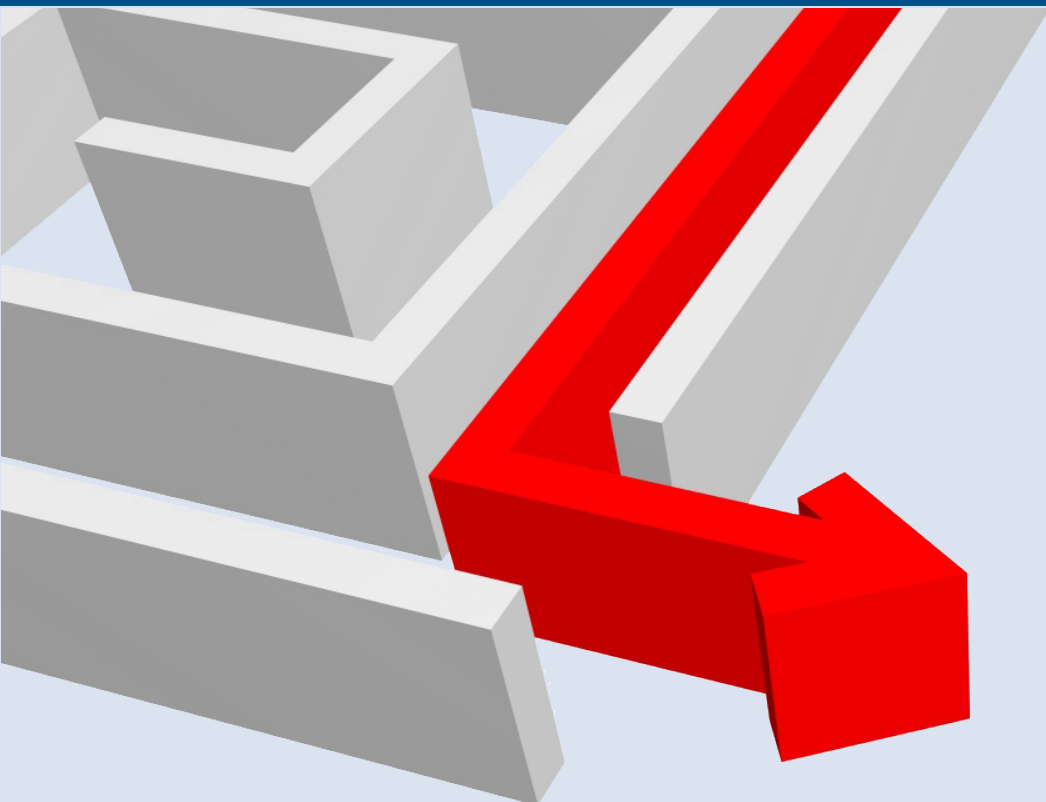
HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

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.

- Officers usually arrive in teams of four (4)
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment
- Officers may be armed with rifles, shotguns, handguns
- Officers may use pepper spray or tear gas to control the situation
- Officers may shout commands, and may push individuals to the ground for their safety

How to react when law enforcement arrives:

- Remain calm, and follow 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 holding on to them for safety
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

Information to provide to law enforcement or 911 operator:

- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s
- Number of potential victims at the location

The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises.

Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.

TRAINING YOUR STAFF FOR AN ACTIVE SHOOTER SITUATION

To best prepare your staff for an active shooter situation, create an Emergency Action Plan (EAP), and conduct training exercises. Together, the EAP and training exercises will prepare your staff to effectively respond and help minimize loss of life.

Components of an Emergency Action Plan (EAP)

Create the EAP with input from several stakeholders including your human resources department, your training department (if one exists), facility owners / operators, your property manager, and local law enforcement and/or emergency responders. An effective EAP includes:

- A preferred method for reporting fires and other emergencies
- An evacuation policy and procedure
- Emergency escape procedures and route assignments (i.e., floor plans, safe areas)
- Contact information for, and responsibilities of individuals to be contacted under the EAP
- Information concerning local area hospitals (i.e., name, telephone number, and distance from your location)
- An emergency notification system to alert various parties of an emergency including:
    - Individuals at remote locations within premises
    - Local law enforcement
    - Local area hospitals

Components of Training Exercises

The most effective way to train your staff to respond to an active shooter situation is to conduct mock active shooter training exercises. Local law enforcement is an excellent resource in designing training exercises.

- Recognizing the sound of gunshots
- Reacting quickly when gunshots are heard and/or when a shooting is witnessed:
    - Evacuating the area
    - Hiding out
    - Acting against the shooter as a last resort
- Calling 911
- Reacting when law enforcement arrives
- Adopting the survival mind set during times of crisis

Additional Ways to Prepare For and Prevent an Active Shooter Situation

- Preparedness

    - Ensure that your facility has at least two evacuation routes

    - Post evacuation routes in conspicuous locations throughout your facility

    - Include local law enforcement and first responders during training exercises

    - Encourage law enforcement, emergency responders, SWAT teams, K-9 teams, and bomb squads to train for an active shooter scenario at your location

- Prevention

    - Foster a respectful workplace

    - Be aware of indications of workplace violence and take remedial actions accordingly

For more information on creating an EAP contact the U.S. Department of Labor, Occupational Health and Safety Administration, www.osha.gov.

PREPARING FOR AND MANAGING AN ACTIVE SHOOTER SITUATION

Your human resources department and facility managers should engage in planning for emergency situations, including an active shooter scenario. Planning for emergency situations will help to mitigate the likelihood of an incident by establishing the mechanisms described below.

Human Resources' Responsibilities

- Conduct effective employee screening and background checks
- Create a system for reporting signs of potentially violent behavior
- Make counseling services available to employees
- Develop an EAP which includes policies and procedures for dealing with an active shooter situation, as well as after action planning

Facility Manager Responsibilities

- Institute access controls (i.e., keys, security system pass codes)
- Distribute critical items to appropriate managers / employees, including:
  - Floor plans
  - Keys
  - Facility personnel lists and telephone numbers
- Coordinate with the facility's security department to ensure the physical security of the location
- Assemble crisis kits containing:
  - radios
  - floor plans
  - staff roster, and staff emergency contact numbers
  - first aid kits
  - flashlights
- Place removable floor plans near entrances and exits for emergency responders
- Activate the emergency notification system when an emergency situation occurs

Reactions of Managers During an Active Shooter Situation

Employees and customers are likely to follow the lead of managers during an emergency situation. During an emergency, managers should be familiar with their EAP, and be prepared to:

- Take immediate action
- Remain calm
- Lock and barricade doors
- Evacuate staff and customers via a preplanned evacuation route to a safe area

Assisting Individuals with Special Needs and/or Disabilities

- Ensure that EAPs, evacuation instructions and any other relevant information address to individuals with special needs and/or disabilities
- Your building should be handicap-accessible, in compliance with ADA requirements.

RECOGNIZING POTENTIAL WORKPLACE VIOLENCE

An active shooter in your workplace may be a current or former employee, or an acquaintance of a current or former employee. Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee. Alert your Human Resources Department if you believe an employee or coworker exhibits potentially violent behavior.

Indicators of Potential Violence by an Employee

Employees typically do not just "snap," but display indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated. Potentially violent behaviors by an employee may include one or more of the following (this list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies):

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression / withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Explosive outbursts of anger or rage without provocation
- Suicidal; comments about "putting things in order"
- Behavior which is suspect of paranoia, ("everybody is against me")
- Increasingly talks of problems at home
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes

MANAGING THE CONSEQUENCES OF AN ACTIVE SHOOTER SITUATION

After the active shooter has been incapacitated and is no longer a threat, human resources and/or management should engage in post-event assessments and activities, including:

- An accounting of all individuals at a designated assembly point to determine who, if anyone, is missing and potentially injured

- Determining a method for notifying families of individuals affected by the active shooter, including notification of any casualties

- Assessing the psychological state of individuals at the scene, and referring them to health care specialists accordingly

- Identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter

LESSONS LEARNED

To facilitate effective planning for future emergencies, it is important to analyze the recent active shooter situation and create an after action report. The analysis and reporting contained in this report is useful for:

- Serving as documentation for response activities

- Identifying successes and failures that occurred during the event

- Providing an analysis of the effectiveness of the existing EAP

- Describing and defining a plan for making improvements to the EAP

References

Safety Guidelines for Armed Subjects, Active Shooter Situations, Indiana University Police Department, April 2007.

Safety Tips & Guidelines Regarding Potential "Active Shooter" Incidents Occurring on Campus, University of California Police.

Shots Fired, When Lightning Strikes (DVD), Center for Personal Protection and Safety, 2007.

Workplace Violence Desk Reference, Security Management Group International, www.SMGICorp.com

How to Plan for Workplace Emergencies and Evacuations, U.S. Department of Labor, Occupational Health and Safety Administration, OSHA 3088, 2001.

U.S. Department of Homeland Security

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Emergency Action Plan Guide
Active Shooter Preparedness

Purpose

The Active Shooter Emergency Action Plan Video is a virtual learning tool that describes the fundamental concepts of developing an Emergency Action Plan (EAP) for an active shooter scenario. This instructive video guides organizations through important considerations of EAP development utilizing the first-hand perspectives of active shooter survivors, first responders, and other subject matter experts who share their unique insights.

Organizations are encouraged to use this guide as a medium to document the *initial steps* toward creating an Active Shooter preparedness plan. This guide *is not* meant to replace your organization's Emergency Action Plan. Rather, it is a tool that begins the EAP development process.

Pre-Planning Recommendations and Suggested Training

✓ Does your organization have an emergency action plan? If so, review your organization's policy or process for creating the plan. Determine if an active shooter preparedness plan can fit into your organization's overarching plan which may already include a plan for fire evacuation, severe weather, and bomb threats.

✓ Obtain a copy of the Federal Emergency Management Agency's (FEMA) Comprehensive Preparedness Guide (CPG) 101 *"Developing and Maintaining Emergency Operations Plan"* and review the six step planning process.

✓ Explore the Department of Homeland Security's Active Shooter Preparedness Website to better understand the active shooter threat.

✓ View the Options for Consideration Video to recognize possible actions to take if confronted with an active shooter scenario.

✓ Download and review the Active Shooter Preparedness Workshop Series presentations. This six module series contains additional information, instructor notes, and videos that supports the Active Shooter Emergency Action Plan process. The *Planning Steps (1-6)* below will correlate to the Training Modules (1-6) in the presentation slides. *Example: Module 2 will assist with completing Planning Step 2a and 2b.*

How to Use This Guide

Step 1 – Review the pre-planning recommendations and suggested training.

Step 2 – Allot *at least* **2-hours** to complete the Active Shooter Emergency Action Plan video.

Step 3 – Watch the EAP video.

Step 4 – Complete *Planning Steps 1-6*. Use the fillable space to document the initial steps required to begin developing the organization's Emergency Action Plan. Note: *The Planning Steps contain information derived from the EAP video and other online resources to help inform the planning process.*

Step 5 – Begin drafting the organization's Active Shooter Emergency Action Plan. Refer to the EAP Guide and resources listed in *Pre-Planning Recommendations and Suggested Training* as required.

Need Help? Contact the DHS Active Shooter Preparedness team at ASworkshop@hq.dhs.gov

Planning Step - 1

<div style="background:#2E75B6; color:white; text-align:center;">Form a Collaborative Planning Team</div>

Identify a cross-section of employees to represent your organization. The members should represent a broad perspective and include key segments of the organization. It is recommended that teams contain at least four members to ensure diversity of awareness and less than 10 members to avoid an unmanageable group. The positions listed below are examples of collaborative planning team members. Refer to *CPG 101 page 4-2* for additional information.

Human Resources	Information Technology Managers
Security, Risk or Safety Managers	Legal Advisors
Facility Managers or Engineers	Persons with Disabilities or Functional Needs
First Responders (Police, Fire/EMS)	Communication Managers

| Position	Name	Contact Information

Planning Step – 2a

Develop an Active Shooter Prevention Plan

Effective prevention capabilities encompass three areas: training employees to recognize behaviors on the Pathway to Violence, a system for reporting that is tailored to your organization, and development of intervention capabilities that are trained and resourced to appropriately evaluate potential threats.

Pathway to Violence Training: The Pathway to Violence Video provides information regarding the behavior indicators that assailants often demonstrate before a violent act. It includes law enforcement expert interviews that discusses engagement strategies and recommended responses. Organizations can also refer to the Pathway to Violence Fact Sheet for additional information. Describe how you will train your organization to recognize the indicators of someone on a pathway to violence.
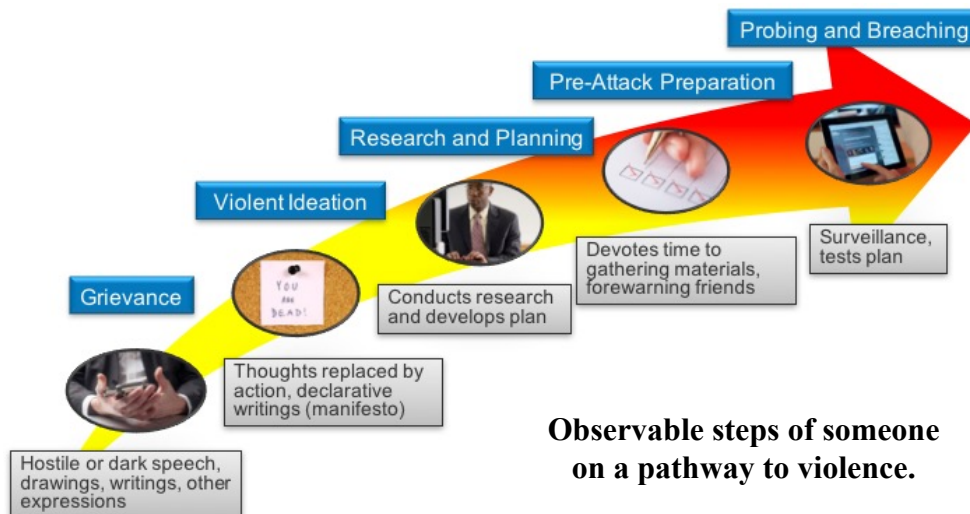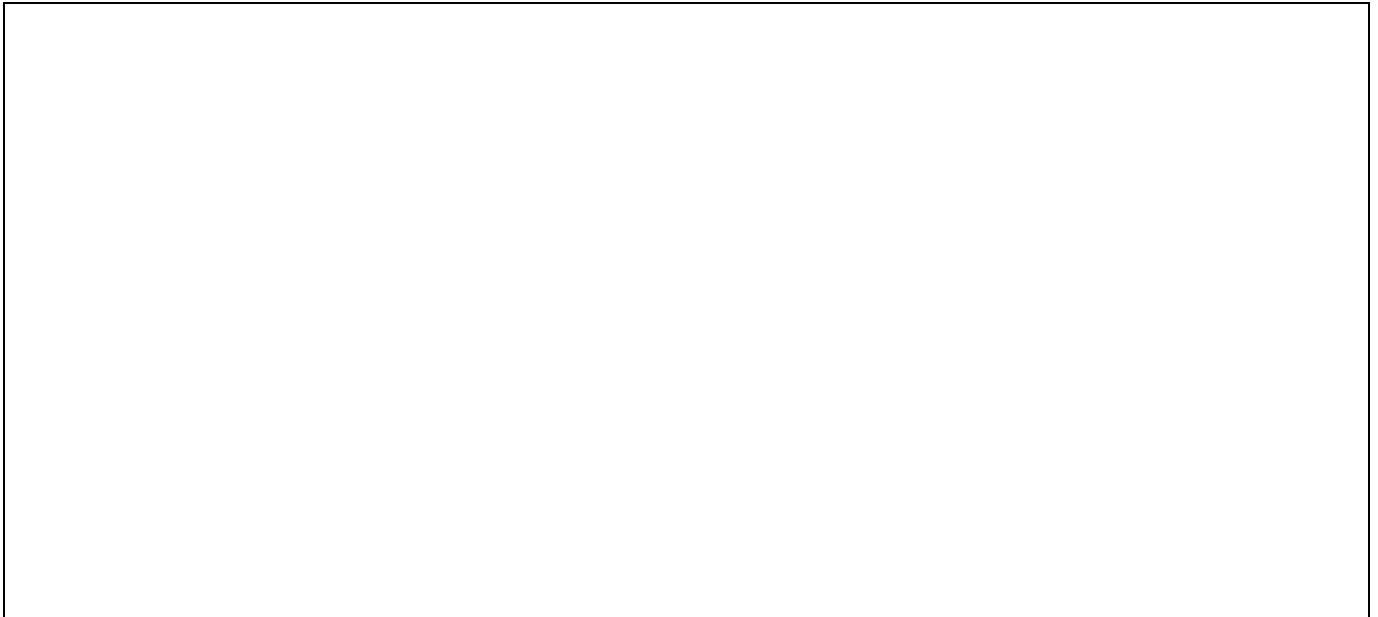
Observable steps of someone on a pathway to violence.

Reporting Mechanism: Describe the reporting process for your organization. Consider the types of information reportable to supervisors, security, human resources and law enforcement. How will employees know about the reporting process (policy, training, etc.)? How can the organization develop a culture of reporting?

Note: It's very important to consult with legal advisors throughout the planning process. For example, *The Health Insurance Portability and Accountability Act (HIPPA)* and *Family Education Rights and Privacy Act (FERPA)* both have *exceptions* that allow for information sharing to protect the health and safety of individuals.

Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule: A Guide for Law Enforcement

What is the HIPAA Privacy Rule?

The Health Insurance Portability and Accountability Act of 1996 (HIPAA) Privacy Rule provides Federal privacy protections for individually identifiable health information, called protected health information or PHI, held by most health care providers and health plans and their business associates. The HIPAA Privacy Rule sets out how and with whom PHI may be shared. The Privacy Rule also gives individuals certain rights regarding their health information, such as the rights to access or request corrections to their information.

Who must comply with the HIPAA Privacy Rule?

HIPAA applies to health plans, health care clearinghouses, and those health care providers that conduct certain health care transactions electronically (e.g., billing a health plan). These are known as covered entities. Hospitals, and most clinics, physicians and other health care practitioners are HIPAA covered entities. In addition, HIPAA protects PHI held by business associates, such as billing services and others, hired by covered entities to perform services or functions that involve access to PHI.

Who is not required to comply with the HIPAA Privacy Rule?

Many entities that may have health information are not subject to the HIPAA Privacy Rule, including:

- employers,
- most state and local police or other law enforcement agencies,
- many state agencies like child protective services, and
- most schools and school districts.

While schools and school districts maintain student health records, these records are in most cases protected by the Family Educational Rights and Privacy Act (FERPA) and not HIPAA. HIPAA may apply however to patient records at a university hospital or to the health records of non-students at a university health clinic.

Family Educational Rights and Privacy Act A Guide for First Responders and Law Enforcement

What is FERPA?

The Family Educational Rights and Privacy Act (FERPA) is a Federal law that protects the privacy of student education records. The law applies to all educational institutions and agencies (termed "schools" below) that receive funds under any U.S. Department of Education program. FERPA gives parents certain rights with respect to their children's education records. These rights transfer to the student when he or she reaches the age of 18 or attends a postsecondary institution. Students to whom the rights have transferred are "eligible students."

FERPA protects the rights of parents or eligible students to:

- inspect and review education records;
- seek to amend education records;
- consent to the disclosure of information from education records, except as specified by law.

What information can schools provide to law enforcement?

Generally, schools may disclose personally identifiable information (PII) from students' education records to outside parties, including local law enforcement, only if the parent or the eligible student has provided prior written consent. "Education records" are defined as those records that are directly related to a student and maintained by a school or a party acting for the school, and include student records such as transcripts, disciplinary records, immunization records, and other similar records.

However, there are exceptions to the definition of "education records." One of these exceptions is for school "law enforcement unit (LEU) records." These records are defined as records that are (1) created by a LEU; (2) created for a law enforcement purpose; and (3) maintained by the LEU. These records are not protected under FERPA and can be disclosed according to school policy or as required by law. Education records that are in the possession of the LEU do not lose their status as education records and must continue to be protected under FERPA.

Intervention Resources: Describe your organization's process to intervene early and prevent violence.

Does your organization have a Threat Management Team (TMT) to conduct threat evaluations? If not, who should be on your team and how will they be trained? Consider including members from security, human resources, employee assistance and mental health. Learn more about TMT in the Federal Bureau of Investigation's "Making Prevention a Reality: Identifying, Assessing and Managing the Threat of Targeted Attacks" chapter 5.

Threat Management Team / Intervention Resources

Position	Name	Contact Information

Awareness + Action = Prevention

Planning Step – 2b

Conduct a Risk Assessment

Organizations should consider all *threats*, *vulnerabilities* and associated *consequences* during their risk assessment. FEMA's CPG 201 "Threat and Hazard Identification and Risk Assessment Guide" is an effective resource to use when conducting risk assessments. Conducting a risk assessment will ensure organizations understand their situation, prioritize their actions, identify and compare options, and effectively allocate their resources.

An important threat for organizations to consider is *Workplace Violence*. Having an effective workplace violence policy can protect lives and prevent legal liability. Ensure your policy supports the Occupational Safety and Health's General Duty Clause.

Estimate the Risk Factors your organization faces:

Do you operate a controversial business?	Do you have security measures on-site or off-site?
Does your business have high-stress positions?	What is your organizations security protocols?
Do you have a history of work place violence or prior threats / incidents?	What is your work environment? (open access to the public, large crowds, high-risk neighbors)

List prior threats and violent incidents:

What is the most likely type of Workplace Violence your organization may encounter?

TYPE 1: Violent acts by criminals who have no other connection with the workplace, but enter to commit robbery or another crime. **TYPE 2**: Violence directed at employees by customers, clients, patients, students, inmates, or any others for whom an organization provides services.	**TYPE 3**: Violence against coworkers, supervisors, or managers by a present or former employee. **TYPE 4**: Violence committed in the workplace by someone who doesn't work there, but has a personal relationship with an employee—an abusive spouse or domestic partner.

Planning Step - 3

<div style="background-color:#1F6FC4; color:white; text-align:center; padding:4px;">Establish Goals and Objectives</div>

Goals are broad statements of what personnel, equipment and resources are supposed to achieve. Objectives lead to achieving goals and determining the actions that participants in the process must accomplish. Goals and objectives are key to determining operational priorities and resources required to achieve a needed capability.

Active Shooter preparedness goals and objectives may vary depending on an organization's security posture, physical environment and available resources. Consider the following to determine what goals and objectives are needed in your organization. Use the space provided to describe additional goals and objectives.

Access control
Updated access rosters
Lockdown procedures
Shelter in place (door locks)

Notification
Employees
Visitors
Disabled (Seeing / Hearing impaired)
Non-English speakers

Evacuation
Routes
People with disabilities
Rally points

Emergency responder coordination
Organization liaison
Go-bags (facility maps, master keys, etc)

Accountability
Reporting procedures

Communications management
First responders / incident commander
Survivors
Family
Media

Short-term recovery
Hours
Days
Weeks

Long-term recovery
Months
Years
Anniversary

Describe a security/response goal and objective. Include the resources your organization needs to achieve the goals (without regard for the resource availability).   CPG-101 (page 4-11)

Goal

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Objective

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Resource

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Example:

Goal: *Achieve 100% notification and acknowledgement of Run-Hide-Fight message among all personnel. Conduct immediate accessible messaging or notification by all methods, including texting and pop-up notification on the computer.*

Objective: *Immediately initiate emergency notification protocol, to include proliferation of Run-Hide-Fight message via all available mediums, such as telephone, pager, email, SMS, MMS, public announcements systems, desktop/website banners, social media, etc. Encourage acknowledgment of message when feasible/prudent for accountability purposes. Utilize all communications methods to notify all persons of an active shooter incident within a short period onset.*

Resource: *Accessible notification software, public address system, captioning, outgoing texting through emergency notification in the area. New technologies being developed that may be applicable.*

Planning Step - 4

Assess Courses of Action

Organizations must develop and analyze courses of action (COA) that accomplish specific goals and objectives. The COA should have a desired outcome that is measurable and incorporates an organization-wide focus. Assign the COA development to a member of the organization and include a timeline with decision points.

Describe at least two courses of action supporting the goal and objective listed in *Planning Step – 3* along with an anticipated timeline. CPG-101 (page 4-12)

Timeline: Establish preliminary start, review, and completion dates to establish expected timeframe.

Start	Review	Complete

COA #1 – Assigned to:

COA #2 – Assigned to:

Example:

COA 1:	*Utilize computer screen with real-time caption pop-up announcements, "All-Call" alert for staff.*

COA 2 :	*Sent a text to all employees "Run, Hide, Fight – Active Shooter on premises".*

Planning Step - 5

Draft Plan and Approve

A planning team's main concern is to develop an Emergency Action Plan that includes all essential information and instructions that protect against an Active Shooter. CPG 101 (pages 3-1 & 4-16) recommends a format that users understand, are comfortable with, and can extract the information they need. Organizations are encouraged to use the Active Shooter Emergency Action Plan Template if they do not have an established format.

Draft the Plan

Determine if the Active Shooter plan will stand alone or supplement a main emergency plan. As seen below, organizations typically have a main emergency plan with annexes that cover specific hazards.

Recommended Rules for Drafting Plans – CPG 101 (page 4-16)

- o Keep the language simple and use short sentences in active voice.
- o Summarize important information with checklists and visual aids, such as maps and flowcharts.
- o Avoid using jargon and minimize the use of acronyms.
- o Provide enough detail to convey an easily understood plan that is actionable.
- o Format the plan so that readers can quickly find solutions and options.
- o Provide mission guidance and avoid discussing policy.
- o Ensure accessibility by developing alternate formats: e.g. print, electronic, video.

Validate the Plan and Prepare for Approval – CPG 101 (page 4-17)

Check to ensure the written plan supports all goals and objectives developed by the planning group. Coordinate with a legal adviser to confirm plan supports all local, state, and federal regulatory and statutory requirements including Americans with Disabilities Act (ADA) mandates.

- Develop a notification system
- Identify evacuation routes and shelter locations
- Plan for persons with disabilities
- Account for personnel and guests
- Coordinate preparation with existing plans
- Train employees to recognize and report concerns
- Provide a "go-bag" for use by arriving responders
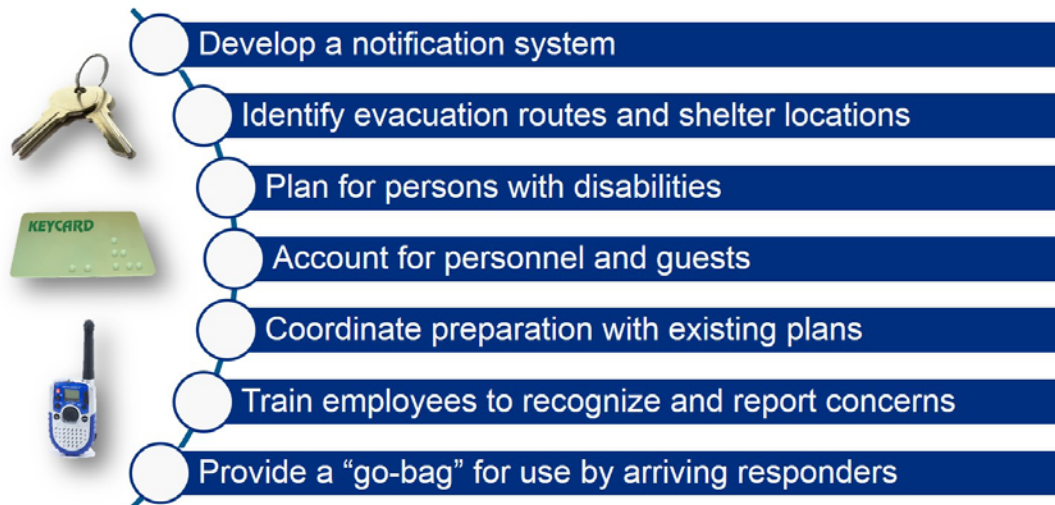
Approve and Disseminate

Staff the plan through the organization's official approval process. This will ensure all relevant staff have input and organization-wide support before senior leadership approval. Once approved, ensure widest dissemination possible using various communication channels. The next step is to begin training and exercising the plan.

- Resource Materials
- Plan Template
- Articles and Reports
- After Action Reports
- Exercise Materials
- Videos
- Business Continuity Suite

Planning Step - 6

Train

After an Emergency Action Plan is approved and disseminated, organizations should train their personnel so they have the knowledge, skills, and abilities to perform the tasks identified in the plan. Training can be accomplished in a variety of ways including new employee orientation, "All Hands" meetings, conferences and workshops, newsletters and internal broadcasts, and online courses.

Describe ways your organization can train.

Useful FEMA Online Independent Study Courses

IS 906
Workplace Security Awareness

IS 907
Active Shooter: What You Can Do

IS 914
Surveillance Awareness: What You Can Do

IS 915
Protecting Critical Infrastructure Against Insider Threat

Exercise

Evaluating the effectiveness of plans involves a combination of training events and exercises to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful response. Conducting regular exercises help organizations discover resource gaps, develop individual performance, improve coordination with local, state, and federal partners, and identify opportunity for improvement. FEMA's Homeland Security Exercise and Evaluation Program (HSEEP) provides a set of guiding principles for exercise programs. Organizations can use HSEEP to develop, execute, and evaluate exercises that address their Active Shooter preparedness.

In addition, the DHS Sector-Specific Tabletop Exercise Program (SSTEP) provides an exercise planning resource to assist critical infrastructure owners and operators design their organization's tabletop exercise. Contact the Stakeholder Readiness and Exercise Section at sopd.exercise@hq.dhs.gov for more information.

Develop a time line to accomplish the milestones displayed to the right. Leveraging this "crawl, walk, run" method helps organizations prepare their staff and improve their plan.

Remember – Planning is a Process of Continuous Improvement.

Emergency Action Plan: Active Shooter

Organization:

Address:

City, State, Zipcode:

Phone number:

Website:

Applicability and Scope

The objective of this emergency action plan template is to help organizations prepare their personnel for active shooter scenarios. This template documents basic information recommended for an effective emergency action plan. Organizations are encouraged to consider their unique circumstances and/or structure to ensure a more comprehensive plan. It applies to permanent employees, temporary employees, contractors, and visitors associated with this organization.

This plan should be updated when information listed below requires modification. The crisis manager will review this plan for accuracy on a reoccurring basis. Time frame:

Key Individuals / Teams

The organization's primary/alternate crisis manager responsible for this plan.

	Position/Office	Name	Phone Number	E-mail
P				
A				
A				
A				
A				

The following people will participate in developing the active shooter emergency action plan. Together, they will form the *Active Shooter Planning Team*.

Position/Office	Name	Phone Number	E-mail

Emergency Action Plan: Active Shooter

The following personnel are responsible for conducting threat evaluations and intervening to reduce workplace violence. Together, they form the ***Threat Management Team***.

Position/Office	Name	Phone Number	E-mail

The following are external partners that will participate in active shooter planning.

Organization	Name	Phone Number	E-mail

It is critical that only authorized personnel are granted access to the organization's facilities. This requires human resources, physical security and information security teams to collaborate. The following personnel are responsible for ensuring access rosters are regularly updated.

Position/Office	Name	Phone Number	E-mail

Emergency Action Plan: Active Shooter

<u>Lockdown Procedures</u>

The following are responsible for initiating lockdown procedures (primary & alternate).

	Position/Office	Name	Phone Number	E-mail
P				
A				
A				
A				
A				

Lockdown procedures are initiated in the following manner:

<u>Notification</u>

The following are responsible for ensuring the organization has an effective process to announce the presence of an active shooter (primary & alternate).

	Position/Office	Name	Phone Number	E-mail
P				
A				
A				
A				
A				

The following methods are used to announce the presence of an active shooter.

Message displayed in all notifications:

Emergency Action Plan: Active Shooter

Contacting 9-1-1 immediately is critical to ensuring first responders arrive quickly. The notification team should be trained to accurately describe the incident to 9-1-1 call centers. The following information will be provided to 9-1-1.

Employees will be notified in the following manner:

Visitors will be notified in the following manner:

Emergency Action Plan: Active Shooter

Employees and visitors that are seeing impaired will be notified in the following manner:

Employees and visitors that are hearing impaired will be notified in the following manner:

Employees that are non-English speakers will be notified in the following manner:

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Evacuation / Assembly / Accountability

The ability to quickly and safely evacuate is critical to surviving an active shooter scenario. Personnel must be familiar with the evacuation plan and practice using the nearest exit without exposing themselves to danger. They should also be familiar with the location of staging areas.

The following are responsible for ensuring the organization has an evacuation plan (primary & alternate).

	Position/Office	Name	Phone Number	E-mail
P				
A				
A				
A				
A				

The following areas will be checked regularly and updated if required.

☐ Building/site maps with designated evacuation routes are located at key locations.

☐ Exits are clearly marked.

☐ Evacuation plans include the ability to assist people with functional needs.

☐ Designated rally points are located a safe distance away.

☐ Primary and alternate rally points are identified.

☐ Employee rosters and contact information are updated regularly.

Conducting timely and accurate accountability is critical during and following an event. This information will prove vital when coordinating with first responders and communicating with concerned family. The following are responsible for conducting accountability (primary / alternate).

	Position/Office	Name	Phone Number	E-mail
P				
A				
A				
A				
A				

Emergency Action Plan: Active Shooter

Listed below are the procedures for conducting accountability. It includes a process to account for employees conducting business away from the facility and those on leave. It also accounts for personnel visiting the organization.

First Responder Coordination

Communicating information to first responders in a timely manner is vital to quickly eliminating the active shooter threat. The following are responsible for providing information to first responders (primary / alternate).

	Position/Office	Name	Phone Number	E-mail
P				
A				
A				
A				
A				

Pre-coordination with local law enforcement ensures the organization understands and is prepared to provide requested information. The local law enforcement contact information is provided below.

	Position/Office	Name	Phone Number	E-mail
P				
A				
A				
A				
A				

Emergency Action Plan: Active Shooter

Local law enforcement requires the following information when responding to an active shooter event.

A first responder "Go-Bag" is a ready resource that assists law enforcement with navigating a facility.

The "Go-Bag" is located at:

The "Go-Bag" contains the following items. It will be inventoried regularly and updated as required.

Communications Management

Providing consistent and accurate information to authorities, employees, family and the media can reduce the impact of an active shooter scenario on an organization and its people. The following are responsible for communicating the organization's message internally and externally.

	Position/Office	Name	Phone Number	E-mail
P				
A				
A				
A				
A				

Emergency Action Plan: Active Shooter

The following are key considerations the communication team must address.

Recovery

Recovery from an active shooter scenario will likely be a whole community effort. It may include hospitals, grief counselors, lawyers, employee assistance, and other assistance as required. The following will be activated as needed.

Organization	Name	Phone Number	E-mail

Business Continuity

Does your organization have a business continuity plan that allows for continuity of operations? This plan includes actions taken if a neighboring organization experiences an active shooter event. It also considers major suppliers and critical components in the supply chain.

The organization has a business continuity plan.   ◯ Yes ◯ No

Emergency Action Plan: Active Shooter

Training

Providing the necessary training for all employees is important to this plan's success. Training should include "Run, Hide, Fight" to prepare individuals. Individuals listed in the plan should also be trained to carry out their responsibilities. The organization should also involve neighboring organizations, business affiliates, and first responders in their training.

The following are responsible for ensuring all stakeholder are trained (primary & alternate).

	Position/Office	Name	Phone Number	E-mail
P				
A				
A				
A				
A				

A list of required training is provided below.

Training	Location (portal, www, in-house, etc.)

This plan was last reviewed.

This plan is approved.