

Planning Assumptions

The following are operational assumptions that a college administration, police/security department, and local law enforcement should take into consideration in planning response to an active shooter situation.

1. Active shooter situations are rare and acute situations that can happen at any time and on any campus, and will be over within minutes.
2. Prevention programs and education has to be the number one priority for the college community.
3. The response goal is to stop the killing, which will require difficult and rapid decision making on the part of responding officers and college administration.
4. The speed of the response of the first responders will make a significant difference in the outcome.
5. The decision to initiate an active shooter response **must** reside at the first responder level.
6. There are many different “schools” of thought on tactical response styles. College police/security must train and follow the procedures and protocol guidelines that is the accepted standard for the jurisdiction.
7. First responders have to accept that the suspect(s) may escape during the confusion. Remember the goal is to stop the killing.
8. First responders will likely be confronted by large numbers of fleeing staff, faculty and students who the first responders **will not** be to initially assist. The college administration must have a working knowledge of the actions of the first responders and be able to explain the response to the campus community.
9. The college administration needs to begin addressing the aftermath of the event, while the event is unfolding; otherwise they risk losing control of the event and the message.
10. The college police/security department must ensure that local law enforcement and emergency agencies understand that a K-12 “lockdown” paradigm is not applicable at community colleges. For example:
 - a. Adults vs. Juveniles
 - b. Campus Size and Facility Layout.
 - c. Lack of “in room” intercom/speaker systems.
 - d. Many classrooms doors will not lock from the inside as with public bathrooms.
 - e. Age, design and construction of the facilities.
 - f. Local city and county fire code restrictions and regulations.

Definitions

Active Shooter: One or more subjects participating in a random or systematic shooting incident. The shooter(s) are demonstrating specific intent to inflict extreme bodily injury or death with firearms, or with any other deadly weapon. The actions of the shooter(s) would lead a reasonable person to believe the shooter intends to commit murder as opposed to the taking of hostages or other felonies.

Active Shooter Situation: Where shooter(s) are actively engaged in causing extreme bodily injury or death. The activity is not contained and there is the immediate risk of death or extreme bodily injury to victims.

Evacuation: Occupants of a building will leave a building in response to a fire alarm, if they are instructed to do so by a college official, or if there is an obvious reason, such as after an earthquake.

Shelter - in - Place: A building may be temporarily closed in response to a problem or security threat near it. The purpose is to convert the building into a locked, secured and safe environment to shelter in until the problem or security threat is resolved. Occupants should close and, if possible, lock classroom or office doors. Leave your cell phone on, but put it on vibrate. Continue teaching or working and wait for official information on what to do. Students and staff in hallways should seek shelter in the gym and wait for official information.

Lockdown¹: A lockdown is immediate action taken in response to an active shooter situation. Active shooter incidents happen **very** rapidly, which means staff will not likely get an “official” lockdown warning. They need to be trained to take immediate action, and not wait for an official notice.

¹ The active shooter response information is based on and supported by information from “Shots Fires on Campus – When Lighting Strikes” DVD, by Center for Personal Protection & Safety.

Officer Training²

Officers must prepare and train with local law enforcement and emergency response agencies to ensure acceptable active shooter response tactics. It is important that officers continually train and adjust training to meet the evolving threat.

The following are minimal training areas that should be considered:

Armed Community College Sworn Officers

1. Response Philosophy
 - a. Active shooter incidents are often spontaneous
 - b. Suspects behavior is unpredictable
 - c. Rapid deployment VS staging
 - d. Locate, Isolate, Evaluate (L.I.E.) or Locate, Isolate, Eliminate (L.I.E.) the threat
 - e. First Responder teams incorporating sworn college officers
 - f. Be prepared to act with limited information and resources
2. Tactical Considerations (Should be in alignment with local protocols)
 - a. Minimum number of officers
 - b. Weapons limitations (i.e. handgun vs. long-gun)
 - c. Tactical movements
 - d. Debriefing witnesses and the injured
 - e. Secondary (rescue) team(s)
3. Command and Control (NIMS/SEMS)
 - a. Tactical Command vs. Incident Command
 - b. Initial Tactical Command Steps
 - 1) Take Command
 - 2) Establish Communications
 - 3) Identify Hot Zone
 - 4) Establish Inner Perimeter
 - 5) Establish Outer Perimeter
 - 6) Establish Command Post
 - 7) Establishing Staging Area
 - 8) Request Resources
 - c. Addressing “hyper-information” impacts
 - 1) Getting your message out
 - 2) Assessing in-coming messages
 - 3) Unofficial sources and rumors
 - d. Addressing “human needs” issues in extended operations
 - 1) Medical

² The DRCCC recognizes that there are many different thoughts about the tactical aspects of responding to an active shooter situation. Colleges should always incorporate local protocols in their response procedures.

DRCCC – Active Shooter Suggested Guidance (Best Practice)

- 2) Physical
- 3) Psychological
- 4. Responder Psychological Considerations
 - a. Preparing for mass casualties
 - b. Bypassing the wounded
 - c. Use of force on young people
- 5. Mutual Aid
 - a. Communications
 - 1. Radio
 - 2. Hand Signs
 - 3. Terminology
 - b. Campus Emergency Response Procedures
 - 1. Staff and Faculty Training
 - 2. Campus Emergency Communications Process
 - c. Physical Layout of Campus
 - d. Tactical Support Box
 - 1. Master Keys
 - 2. Maps
 - 3. Floor plans

Unarmed Community College Sworn Officer/Security Officer

- 1. Rapid Deployment Philosophy
 - a. Officer safety is priority #1
 - b. Active shooter incidents are often spontaneous
 - c. Suspects behavior is unpredictable
 - d. Rapid deployment VS staging
 - e. Locate, isolate, and observe threat – **IF SAFE TO DO SO.**
- 2. Tactical Considerations (Should be in alignment with local protocols)
 - a. Have campus keys and maps available
 - b. Assist first responders – in safe zone
- 3. Responder Psychological Considerations
 - a. Preparing for mass casualties
- 4. Command and Control
 - a. Tactical Command vs. Incident Command
 - b. Initial Tactical Command Steps
 - 1. Take Command
 - 2. Establish Communications
 - 3. Identify Hot Zone
 - 4. Establish Inner Perimeter
 - 5. Establish Outer Perimeter
 - 6. Establish Command Post
 - 7. Establishing Staging Area

- 8. Request Resources
 - c. Addressing “hyper-information” impacts
 - 1. Getting your message out
 - 2. Assessing in-coming messages
 - 3. Unofficial sources and rumors
 - d. Addressing “human needs” issues in extended operations
 - 1. Medical
 - 2. Physical
 - 3. Psychological
5. Mutual Aid
- a. Communications
 - 1. Radio
 - 3. Terminology
 - b. Campus Response Procedures
 - 1. Staff and Faculty Training
 - 2. Campus Emergency Communications Process
 - c. Physical Layout of Campus
 - d. Tactical Support Box
 - 1. Master Keys
 - 2. Maps
 - 3. Floor plans

College Staff Training Considerations

District and Campus wide training of staff, faculty and students is vitally important to a District's College's ability to respond and recover from an active shooter incident.

Staff, faculty and student will need to receive initial and ongoing training and understand that an emergency may occur anytime, and it may require them to evacuate, shelter -in-place, or lockdown in a building or area.

Staff, faculty and students should receive instruction on the methods that the College will use to communicate during any emergency, including an active shooter incident. Some emergency communication methods to consider are:

- a. Face to Face
- b. Emergency Text Messages (SMS)
- c. Official Emails
- d. Phone Messages
- e. College Website
- f. Loudspeakers
- g. Audible Alarms
- h. Local Media

Staff, faculty and students will need to understand that the message they receive will likely be very brief and should not keep the staff, faculty and students from acting.

Faculty and staff are responsible for informing students how to respond and what should be done. However, staff and faculty are not required to control the actions of students, since they are adults and can disregard the suggested guidance from the staff and faculty.

Model Response Protocol – Armed Community College Sworn Law Enforcement Officer

PURPOSE

To provide {College} Police Officers with guidance in how to respond to an active shooter situation.

DEFINITIONS

Active Shooter: One or more subjects participating in a random or systematic shooting incident. The subjects are demonstrating specific intent to inflict extreme bodily injury or death with firearms, or with any other deadly weapon. The actions of the shooter(s) would lead a reasonable person to believe the shooter intends to commit murder as opposed to the taking of hostages or other felonies.

Active Shooter Situation: Where shooter(s) are actively engaged in causing extreme bodily injury or death. The activity is not contained and there is the immediate risk of death or extreme bodily injury to victims.

POLICY

{College} Police Department officers are permitted to use lethal force in self-defense or the defense of others. Lethal force is authorized when it is evident the officers or those they are protecting will suffer death or extreme bodily injury as a result of a suspect's hostile actions. Officers responding to an active shooter incident shall deploy any legal means necessary to accomplish the goal of **immediately** finding the active shooter(s) and terminating their hostile actions. Legal means may include arrest, containment, and/or the use of lethal force. This policy recognizes the active shooter(s) must be stopped **immediately** to prevent loss of life. There is the possibility in an active shooter incident for the suspect(s) to cease being an active shooter, take hostages, and or barricade themselves. If this situation were to occur, standard hostage/barricaded gunman procedures would apply.

In an active shooter situation, the activities in order of importance are:

1. Stop, delay, or hinder the active shooter from further hostile actions.
2. Initiate command and control of the situation.
3. Contain and isolate the situation.
4. Rescue the victims.
5. Protect the crime scene.

Note: While it is important to provide aid to the wounded and dying, it is our public safety duty to first protect lives by stopping the homicidal actions of the active shooter(s).

COMMAND & CONTROL

Overall incident command will be retained by the local law enforcement jurisdiction pursuant to the Memorandum of Understanding and/or protocol.

Tactical command should be assumed by one of the first officers on scene. If possible the most qualified person on scene who is part of the entry team should assume tactical command. It is not critical that the Tactical Commander be from the agency where the incident is occurring. No action should be taken that is unplanned or without controls. The tactical commander is responsible for the contact team's movement and pursuit of the suspect(s).

Incident command will be assumed, or appointed by, the highest-ranking officer on scene who is not part of either an entry or rescue team. The Incident Commander will be responsible for overall control of the incident. Incident command should be handled using the ICS model as appropriate.

Command personnel en route to the incident can monitor the radio to gain information, but must be on scene and briefed before assuming command.

Model Response Protocol – Unarmed Community College Officer and Security Officer

PURPOSE

To provide {College} unarmed non sworn and/or security officers with guidance in how to respond to an active shooter situation.

DEFINITIONS

Active Shooter: One or more subjects participating in a random or systematic shooting incident. The subjects are demonstrating specific intent to inflict extreme bodily injury or death with firearms, or with any other deadly weapon. The actions of the shooter(s) would lead a reasonable person to believe the shooter intends to commit murder as opposed to the taking of hostages or other felonies.

Active Shooter Situation: Where shooter(s) are actively engaged in causing extreme bodily injury or death. The activity is not contained and there is the immediate risk of death or extreme bodily injury to victims.

POLICY

{College} Non sworn Security Department Officers who respond to any incident involving the use, or threatened use of any dangerous weapons, shall not take any action that would endanger their personal safety. Remember you do not have a firearm to protect yourself or others and therefore you do not possess the proper tools to handle such a dangerous situation. Only if it is safe to do so the officer should attempt to locate the scene and ensure that information is passed along to responding law enforcement

and emergency agencies. In an active shooter situation, the activities in order of importance are:

1. Officer safety is priority #1
2. Initiate command and control of the situation.
3. Contain and isolate the situation.
4. Rescue the victims.
5. Protect the crime scene.

Note: While it is important to provide aid to the wounded and seriously injured. It is imperative the first responder(s) priority is to protect lives by stopping the continuing homicidal actions of the active shooter(s).

COMMAND & CONTROL

Overall incident command will be retained by the local law enforcement jurisdiction pursuant to the Memorandum of Understanding and/or protocol.

Tactical command should be assumed by one of the first armed officers on scene. If possible the most qualified person on scene who is part of the entry team should assume tactical command. It is not critical that the Tactical Commander be from the agency where the incident is occurring. No action should be taken that is unplanned or without controls. The tactical commander is responsible for the contact team's movement and pursuit of the suspect(s).

Incident command will be assumed, or appointed by, the highest-ranking officer on scene who is not part of either an entry or rescue team. The Incident Commander will be responsible for overall control of the incident. Incident command should be handled using the ICS model as appropriate.

Command personnel en route to the incident can monitor the radio to gain information, but must be on scene and briefed before assuming command.

Lessons Learned

Create a “tactical” box for first responder so they operate on campus. The box should contain at least 20 sets of keys or access cards for the college, campus maps in both a large and small format, and floor plans for each building.

In an active shooter situation you will not have enough officers to handle every role. Bring in non-traditional help, such as fire fighters to handle some ICS and support roles out-side the hot zone.

With adult students if the event lasts more than a few hours you will start medical issues, such as diabetic emergencies, anxiety and panic attacks. You will also have issues surrounding the need to use restrooms and childcare issues. All of these issues will consume resources.

Readiness and Pre-Planning

- 1) Incident Management Response
 - a) Have you identified your key team members and alternates?
 - i) E.g. - Administration, Security, Human Resources, Legal, Media Relations, etc.
 - b) Have you determined their roles and responsibilities?
 - i) Have you created operational checklists for these members?
 - c) Have you determined their training requirements?
Have they received appropriate training?
 - d) Have team members been trained in the Incident Command System (ICS) National Incident Management System (NIMS)?
 - e) Are they trained to the appropriate level in ICS/NIMS?
 - i) If not, go to www.training.fema.gov for guidance
 - f) Have you determined a primary and secondary meeting location for your Incident Management Team?
 - g) Do you have call-in protocols if key members are not physically present?
- 2) Risk Assessment / Gap Analysis
 - a) Have you conducted a Risk Assessment?
 - i) Physical Environment / Personnel Issues / Internal vs. External Threats / Critical Infrastructure
 - ii) Have you identified contingency operating locations to maintain business continuity'?
 - b) Is your assessment up-to-date?
 - i) Recommend Risk Assessment be conducted semi-annually
 - c) Have you identified gaps in policies and procedures?
 - d) Have you instituted necessary changes?
- 3) Notification & Communications
 - a) What mass notification systems do you have available?
 - i) Do you have primary and backup systems in place?
 - ii) Have you determined message content (Subject - Details - Action)
 - iii) Have you determined message release procedures and tested?
 - b) Are evaluation plans/routes posted and practiced?
 - c) Are rallying points determined and disseminated?
 - d) Have you determined notification procedures?
 - i) Is your emergency call-out list up-to-date?
 - (1) Recommend quarterly review
 - ii) Who is notified and when?

DRCCC – Response to Active Shooter Planning Outline

4) Response Resources

- a) INTERNAL - What are your internal capabilities?
 - i) Do you have security personnel available?"?
 - (1) Are they armed/unarmed?
 - (2) What level of training do they have?"?
What limitations do they have?
 - (3) What supporting equipment do you have?
- b) First Responder Kits
 - i) Maps / Rosters / Entry Cards / Keys / Radios
 - ii) Do you have medical resources?
 - (1) What level of training?"?
 - (a) Medical first responders?
 - (b) Basic first aid?
 - iii) Do you have an Employee Assistance Program (EAP)"?"?
 - (a) e.g. - Counselors
- c) EXTERNAL - What are the external partners that are available to you?"?
 - i) Are the appropriate Mutual Aid Agreements in place with the following entities":
 - (1) Local Law Enforcement
 - (2) Local Emergency Medical Services
 - (3) Local Fire Department
 - (a) Identify multiple staging areas
 - ii) Consultants (Security / Media / Counselors / Legal)

5) Staging & Execution

- a) Hospitals
 - i) Have you identified trauma centers and their capabilities and limitations?
 - ii) Family and media staging capabilities
- b) Family Support Center
 - i) Have you identified a primary and secondary location to manage family and friends?
 - ii) Have you identified clergy for assistance?
 - iii) Have you coordinated for critical incident counselors?
- c) Media Center
 - i) Have you identified a primary and secondary location to direct responding media personnel?
 - (1) Is the area properly outfitted with data/electrical capabilities?
 - (2) Is the area property outfitted with necessary "creature comforts?"
- d) Emergency Operations Center
 - i) Have you identified a primary and a secondary location?
 - ii) Do these locations have the necessary infrastructure to support operations?

DRCCC – Response to Active Shooter Planning Outline

6) Training & Education

- a) How often do you review and exercise your plan?
 - i) Recommend plan review every quarter and updates
 - ii) Recommend practicing your plan, or elements of your plan, every six months
 - iii) Full plan (all components) exercised at least once per year
- b) Have all the members of your organization received the appropriate level of awareness and response training?

RESPONSE

1) Organizational Response

- a) Convene Incident Management Team
- b) Execute Responsibilities/Action Checklists
- c) Assess the situation and determine initial course of action
 - i) Senior Administrators
 - ii) Security
 - iii) HR
 - iv) Legal
 - v) Public Information Officer / Media Relations

2) Activate Emergency Operations Center

3) Activate Emergency Communication Protocols

- a) Timely Warning / Mass Communications
- b) Activate internal notification procedures

4) Activate Mutual Aid Agreements with external entities

- a) Law Enforcement
- b) Emergency Medical Services
- c) Fire
- d) Hospitals

5) Establish Incident Command

- a) Prepare for first responders
 - i) Meet, Brief, Escort
 - ii) Provide situational information and first responder kits
- b) Establish an Emergency Services Staging Area
- c) Transition incident Command to Unified Command

6) Activate Perimeter Control

7) Activate Media Center

8) Verify and establish location

9) Activate Family Center

10) Incident Management Team coordinates with Law Enforcement to determine when Emergency Response phase is concluded

Individual Response

- 1) Implement training
 - a) Figure Out
 - i) Active Shooter
- 2) Get Out
- 3) Hide Out & Keep Out
- 4) Call Out
- 5) Help Out
- 6) Take Out
 - a) Response upon arrival of Law Enforcement
 - i) Follow orders
 - ii) Show hands
 - iii) Be non-threatening
 - (1) Hostage/Barricade
 - (a) Stay Calm
 - (b) Follow orders
 - (c) Be patient
- 7) Remain at rally points until dismissed
 - a) Personnel Accountability
 - b) Debriefing
 - c) Avoid media interaction

RECOVERY

- 1) Short-term
 - a) Crime Scene Management
 - i) Preserve scene
 - ii) Identify witnesses
 - iii) Activate alternate operations plan to maintain business continuity
 - b) Death/Injury notification
 - i) Coordinate notification protocols with Law Enforcement
 - ii) HR/EAP follow notification protocols
 - (1) Coordinate family/media activities with hospitals
 - c) Activate Crisis Communication Plan
 - i) Internal
 - (1) Provide up-to-date information
 - (2) Administrative guidance and way forward
 - ii) External
 - (1) Issue Holding or Stand-by statements
 - (2) Schedule Press Conferences
 - (3) Coordinate media deadlines
 - iii) Family Center

DRCCC – Response to Active Shooter Planning Outline

- (1) Ensure adequate resources are dedicated
 - (a) Employee Assistance Program (EAP)
 - (b) Counselors
 - (c) Clergy
 - d) Conduct Initial Critical Incident Operations Debrief ("Hot-wash")
 - i) What was done right?
 - ii) What didn't go well?
 - iii) What improvements can be made
 - e) Implement initial scene clean-up and stabilization
- 2) Long-term
- a) Conduct damage assessment and impact on business continuity
 - b) Provide group and individual counseling services
 - i) Note: Anniversary dates can be troublesome
 - c) Conduct Formal Post Incident Debrief
 - i) Accomplish After Action Report
 - (1) Include trends and assessment
 - (2) Be prepared to share with other agencies

For additional information you can contact:

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