

RESPONDING TO AND RECOVERING FROM AN

ACTIVE SHOOTER INCIDENT

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INTRODUCTION

An active shooter is an individual who is actively engaged in killing or attempting to kill people in a confined and populated area, according to the Department of Homeland Security. In most cases, the situations are unpredictable and evolve quickly. 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 respond to an active shooter situation.

Even if the company is able to resume its operations after an active shooter incident, recovery can take an extensive amount of time. To recover from a shooting, organizations should make continuity planning, personnel issues and communication strategies top priorities. In this guide, we'll share recommendations from experts about what organizations can do to recover from an active shooter incident.

MANAGERIAL ROLES DURING AN ACTIVE SHOOTER INCIDENT

Employees and customers are likely to follow the lead of management and HR personnel during an emergency. Taking the time to devise an emergency action plan, and delegating certain tasks among management and HR can mean the difference between life and death. As such, managers should be prepared to do the following:

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

Familiarity with Knox® Boxes and Emergency Supply Kits

While getting out of the vicinity safely is of primary concern, knowing the location of Knox® boxes and emergency supply kits can be highly beneficial to employee safety and recovery efforts.

Knox Boxes

Knox® boxes are small, wall-mounted safes that hold building keys for first responders in emergency situations. At a minimum, designated personnel should know whether the building has one and where it is located.

Emergency Preparedness Kits

In the event of an emergency evacuation, safety is paramount. You should never go out of your way to grab personal belongings. However, business owners have a responsibility to keep their employees safe, besides worrying about whether they can remain fully functional as an organization. That is very difficult to do if you're not equipped with everything you might need as the incident unfolds—and the hours that follow.

Having an emergency preparedness kit ready to grab on the way out—or available for law enforcement to access when it is safe for them to do so—can be invaluable when you need to account for your employees, communicate with their emergency contacts, deal with the press and even potentially provide first aid.

Even when it is safe to re-enter the building, law enforcement may not allow you to. An emergency preparedness kit should contain whatever an employer needs to keep communication open between staff, customers and third-party vendors. It should be placed so that designated individuals can grab them quickly as they exit the building or in a predesignated meeting location off-site. Contents in the kits should be updated regularly, and they should be light enough to not become a burden. Some examples of what to put in an emergency preparedness kit can be found [here](#).

HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

In the event that an active shooter is in the vicinity, remember that employees are likely to follow the lead of management, and customers are likely to follow the lead of employees. The Department of Homeland Security makes the following recommendations:

1. Evacuate

If there is an accessible escape path, attempt to evacuate the premises with the following considerations:

- Have an escape route and plan in mind.
- Evacuate regardless of whether others agree to follow.
- Leave your belongings behind. Managers or individuals responsible for your company's emergency preparedness kit should grab it on the way out only if doing so doesn't put them in further danger.
- Help others escape, if possible.
- Prevent individuals from entering an area where the active shooter may be.
- Keep your hands visible so the shooter does not see you as an immediate threat.
- 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 have the following characteristics:

- Be out of the active shooter's view
- Provides protection if shots are fired in your direction (e.g., an office with a closed, locked door)
- Doesn't trap you or restrict your options for movement

You should also take some basic steps to prevent a shooter from noticing your presence or entering your hiding place:

- Lock any doors, if possible.
- Blockade the door with heavy furniture.
- Silence your cellphone.
- Turn off any source of noise (e.g., radios or televisions).
- Hide behind large items (e.g., cabinets or desks).

- Remain as quiet as possible.

If evacuation and hiding are not possible:

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

3. Take Action Against the Shooter as a Last Resort

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

- Acting as aggressively as possible toward him or 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. Be aware that:

- Officers usually arrive in teams of four.
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets and other tactical equipment.
- Officers may be armed with rifles, shotguns or 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, as they are in a highly stressful situation and have seconds to make life or death decisions while searching for the shooter.
- Emergency medical services may accompany the officers to address life-threatening injuries.

When law enforcement arrives, do the following:

- Remain calm and follow officers' instructions.
- Put down any items in your hands, no matter how harmless they may seem (e.g., bags or jackets).
- Immediately raise your hands and spread your fingers.
- Keep your hands visible at all times.
- Avoid making quick movements toward officers, such as holding on to them for safety.
- Avoid pointing, screaming 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.
- Management should direct officers to Knox® boxes if asked.

Provide the following information to law enforcement or the 911 operator:

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

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.

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

- Account for all individuals at a designated assembly point to determine who is missing and potentially injured. Tools in the emergency preparedness kit should allow for this and be located somewhere that allows for quick retrieval on the way out of the building.
- Notify families of individuals affected by the active shooter, including notification of any casualties.

DAY OF THE SHOOTING: COMMUNICATION IS KEY

Having a well-prepared emergency action plan in place before an emergency is crucial, but executing that strategy is much more difficult in the face of tragedy. In order to effectively communicate with stakeholders and employees, businesses need to delegate responsibilities ahead of time. These responsibilities should be listed in the company's [emergency action plan](#) and include tasks such as communicating with family members and talking to the press, among others. Leadership should have several preplanned responses to rely upon and modify as needed. The [emergency preparedness kit](#) can help with this.

Keep in mind that, although social media makes a great tool for communicating with the public post-incident, it is not an appropriate platform for informing family members of any details. One communication option to consider is the use of dark websites that go live in the event of an emergency. When someone types in the main URL for the organization, they are redirected to a ghost site that has the latest information available.

Don't forget about visitors. Making sure visitors provide their cellphone numbers when they check in can help you contact them in any emergency situation. Ask law enforcement for access to your visitor log so you can account for all visitors who were in the building the day of the shooting.

AFTER THE SHOOTING: THE FIRST WEEK

It is unlikely that staff will have access to the building or areas where the incident occurred—even within the first week after an active shooter incident. Regardless, the ability to keep the lines of communication open with employees and business partners is critical. Businesses should delegate specific communications and operational duties among key employees to keep stakeholders aware of the situation and let them know about the potential for business interruptions. Again, this should be planned for in advance and listed in the [emergency action plan](#).

Managing Employees

Surviving an active shooter incident is traumatic. Giving employees the emotional support they need helps you retain your most experienced workers and, as a result, helps you recover quicker. Be prepared if an employee says they don't feel comfortable returning to work, even if it is months later, as they might not experience immediate signs of trauma. They may even feel guilty if they weren't at work during the shooting.

Businesses should keep the following considerations in mind when managing employees after an active shooter incident:

- **Modify office policies.** Relaxing dress codes and office phone use policies, along with allowing for flexible work schedules can make it easier for your employees to resume work duties after an active shooter incident.
- **Expand telecommuting options.** Consider allowing employees to telecommute if feasible, as they may not feel comfortable coming back to the site of the shooting.
- **Account for new hazards.** Throughout the recovery process, special care should be taken to make employees aware of hazards that are not normally present but may have been caused by the shooting. If employees do have to work in an area that presents a potential hazard, make sure you provide them with the proper safety equipment.
- **Prevent overwork and exhaustion.** Stress and lack of sleep can decrease alertness and impair judgment, putting employees at an increased risk for accidents. To prevent overwork, it is important to ensure that employees are not working too many hours and that they receive adequate breaks. Take into account that normal job functions may have to be reassigned while employees focus on recovery efforts. Set clear priorities for what needs to be accomplished now, while also postponing work that is not a necessity in the short term.
- **Consider an office remodel.** Employees who witnessed the shooting may have vivid memories that are difficult to forget. Changing the aesthetics of the office (e.g., new paint or carpet) can help employees disassociate the active shooter event from their new work environment.

Health Leaves and Funerals

As an employer, it can be a struggle to allow employees enough time off and be empathetic—all while making sure the business is operational. HR should be prepared to educate employees regarding their leave rights and options. They should also be ready to assist in the completion of the leave application process in accordance with company policies.

Be prepared to offer employees some flexibility for attending funerals in the event of a mass shooting, as this is not only respectful but an important step toward closure and recovery. Consider a bereavement policy that states that extended leave (paid or unpaid) may be available at management's discretion. This flexibility protects your business and your staff. If employees have questions about their own security, reassure them by reviewing the security procedures, and ask if they perceive any lapses in security that you can address. You can also suggest that employees take more frequent breaks or short walks if they're having trouble concentrating.

Addressing Business Interruptions

After taking care of your employees, you'll want to consider how the effects of a workplace shooting will trickle down to your customers, suppliers and anyone else that you conduct business with. Doing so will involve identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter.

Remember that taking care of your employees is paramount—business comes second. And, although no business owner wants to tell a customer that they can't deliver on a promise due to business interruptions, an element of sympathy should help. Just be sure to keep the lines of communication open during recovery efforts and avoid making promises you can't keep.

AFTER THE SHOOTING: ONE MONTH AND BEYOND

Utilize Your Employee Assistance Program (EAP)

The stress of returning to work after an active shooter incident can cause employees to be unfocused at work. Their health may also suffer as a result, leading to higher medical costs and increased absenteeism. One solution for many employers is to offer an EAP to help employees recover. As a result, they're more likely to regain their former productivity levels and value to the company.

Conduct an After-action Report

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 the following:

- 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

COMPANY LIABILITY CONSIDERATIONS

Under the U.S. Occupational Safety and Health Act of 1970, U.S. employers are required to furnish to each of their employees “a place of employment, which is free from recognized hazards that are causing, or are likely to cause, death or serious physical harm to his employees.” An effective active shooter insurance policy is the first line of defense in terms of liability after a workplace shooting. It should provide coverage for liability and business interruption at minimum, but may also offer crisis response management, temporary security measures, payment of funeral expenses and victim counseling. Without such a policy, businesses have to manage those tasks on their own.

Insurance Considerations

If workplace violence does happen in your business, you'll likely face questions like:

- Will the police investigation delay my ability to access the premises?
- Is temporary security needed?
- When will employees be healthy enough to return to work so business can resume?
- Will I recover lost business income if I cannot continue operations?
- Who will cover the costs of leasing a temporary space to get back to business?
- Who will pay the costs of employee benefits if the business cannot resume activities the day after the incident?

Do not assume that your standard commercial insurance policies will cover those expenses. Workers' compensation, business interruption insurance and general liability insurance are unlikely to pay all costs related to a workplace shooting. Active shooter insurance is becoming a popular way for businesses to fill the gaps in coverage left by the following policies:

- **Workers' compensation**—If an employee is severely injured during an active shooter incident, they are likely to be covered by workers' compensation. However, if an employee witnessed a co-worker being shot and needs psychiatric care in order to come back to work without fear, the cost of care might not be covered by workers' compensation in some states, simply because the employee didn't suffer a physical injury. Active shooter insurance can pay the psychiatric medical bills of your employees regardless of which state your business is located in.
- **Business interruption**—Don't assume that your business interruption insurance will cover you if you can't conduct business due to a loss or disaster. For example, if an event is so tragic that you have to cease business operations despite the lack of physical property damage, that's considered a business decision, not a covered loss under your business interruption policy. In contrast, active shooter insurance would pay for lost business income up to your policy limits in the event of a workplace shooting, regardless of the reason for closing your business.

- **General liability**—The impact of an active shooter can spread to business partners, clients and vendors, but general liability insurance won't automatically cover third parties. For example, if hurt on your premises, third parties may allege you didn't take proper precautions to keep them safe. If someone sues you and wins, your general liability policy will likely pay for covered damages and expenses up to the policy limits—but you will still likely end up paying for additional uncovered expenses.

Active shooter insurance is more suitable for covering a wide range of violence-related exposures to third parties—and it protects you whether you are negligent or not. In addition, it will cover medical and funeral expenses immediately following the incident. This may provide quick and compassionate relief to victims and decrease your risk of reputational damage.

These are just a few major exposures that active shooter insurance could cover, but be aware that not all policies are equal. A well-written policy can include coverage for temporary security for your business, media management and psychiatric care for witnesses. An experienced insurance advisor who is familiar with your business can customize a policy that meets your needs.

There are other steps you can take to prevent an active shooter situation. Contact your partners at McGriff Insurance Services for a guide on how to prepare your business for an active shooter, as well as other comprehensive articles and posters to safeguard your business and your employees.

A photograph of a vehicle's emergency light bar, likely from a police or fire truck. The light bar is mounted on a dark, curved base. It features a series of red lights on the left and a series of blue lights on the right, both with clear, ribbed lenses. The background is a blurred view of a street with trees and buildings. The word "APPENDIX" is overlaid in large, bold, black capital letters across the center of the image.

APPENDIX

COMPONENTS OF AN EMERGENCY ACTION PLAN

To best prepare your staff for an active shooter situation, create an emergency action plan and conduct training exercises. Together, the plan and training exercises will prepare your staff to effectively respond and help minimize loss of life.

Create the emergency action plan with input from several stakeholders, including HR, your training department (if one exists), facility owners or operators, your property manager, and local emergency responders. An effective emergency action plan includes the following:

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

Make sure your facility's address, including floor, suite and room numbers, is also easily accessible, along with your office phone number and extension.

To assist those with special needs and disabilities, ensure that your emergency action plan includes evacuation instructions and any other relevant information to address those individuals.

For more information on creating an emergency action plan, contact the U.S. Department of Labor's Occupational Safety and Health Administration, www.osha.gov.

EMERGENCY PREPAREDNESS KIT CHECKLIST

Giving key employees access to an emergency preparedness kit can help with first-aid efforts and help businesses communicate with employees, their families, the media and third-party vendors. It can also help businesses recover as quickly as possible. Here is a basic list of items that both small and large businesses should consider in their emergency preparedness kits:

- ✓ First-aid supplies
- ✓ A full list of employees and their emergency contact information
- ✓ Seating assignments to help law enforcement locate missing employees
- ✓ Procedures for locking down areas that may pose threats or hazards to the public
- ✓ Communication methods for employees to contact their families and arrange for a ride home if the evacuation forces them to leave behind their mobile devices and car keys
- ✓ Means for contacting their insurance broker, parent corporations and customers
- ✓ Locations of safe gathering spots
- ✓ A rough plan describing:
 - Who will address the media
 - Who will and how to communicate with employees
 - Procedures for potential business interruption
- ✓ Copies of important records that may include:
 - Site maps
 - Building plans
 - Insurance policies
 - Employee phone numbers and addresses, as well as their emergency contact information
 - Supplier and shipping contact lists
 - IT information (e.g., passwords, procedures for running a dark website and instructions for accessing important information stored in the cloud)

EMERGENCY ACTION PLAN: ACTIVE SHOOTER

Organization:

Address:

City, State, ZIP code:

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 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 (P) or alternate (A) crisis manager responsible for this plan.

	POSITION/OFFICE	NAME	PHONE NUMBER	EMAIL
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.

[illegible]

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	EMAIL

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

ORGANIZATION	NAME	PHONE NUMBER	EMAIL

It is critical that only authorized personnel are granted access to the organization's facilities. This requires HR, 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	EMAIL

Lockdown Procedures

The following are the organization's primary (P) or alternate (A) individuals responsible for initiating lockdown procedures.

	POSITION/OFFICE	NAME	PHONE NUMBER	EMAIL
P				
A				
A				
A				
A				

Lockdown procedures are initiated in the following manner:

Notification

The following are the organization's primary (P) or alternate (A) individuals responsible for ensuring the organization has an effective process to announce the presence of an active shooter.

	POSITION/OFFICE	NAME	PHONE NUMBER	EMAIL
P				
A				
A				
A				
A				

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

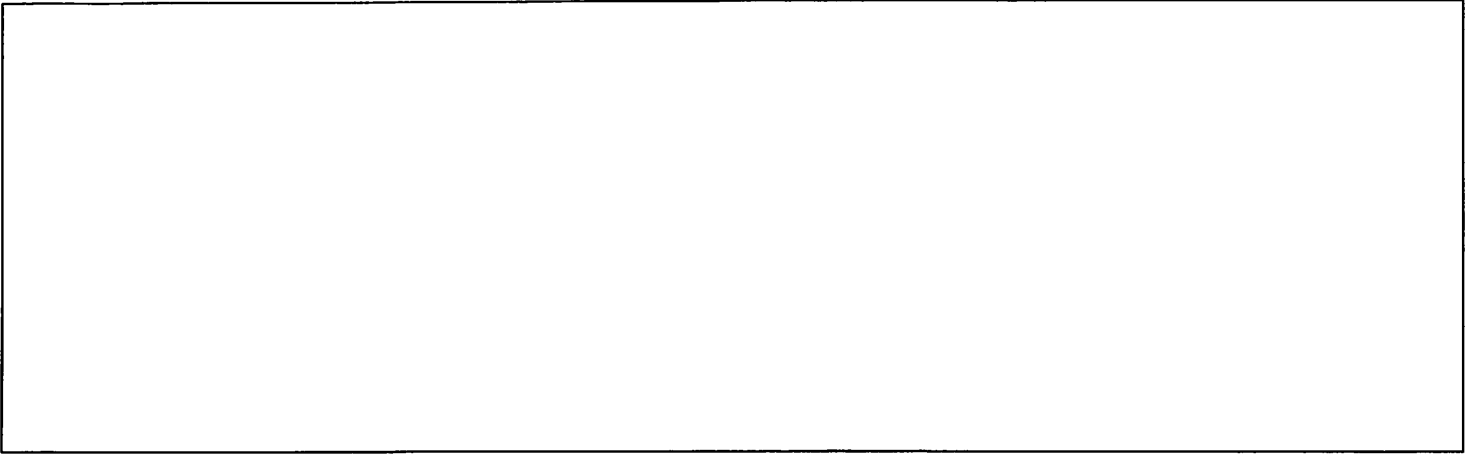
Message displayed in all notifications:

Contacting 911 immediately is critical to ensuring first responders arrive quickly. The notification team should be trained to accurately describe the incident to 911 call centers. The following information will be provided to 911.

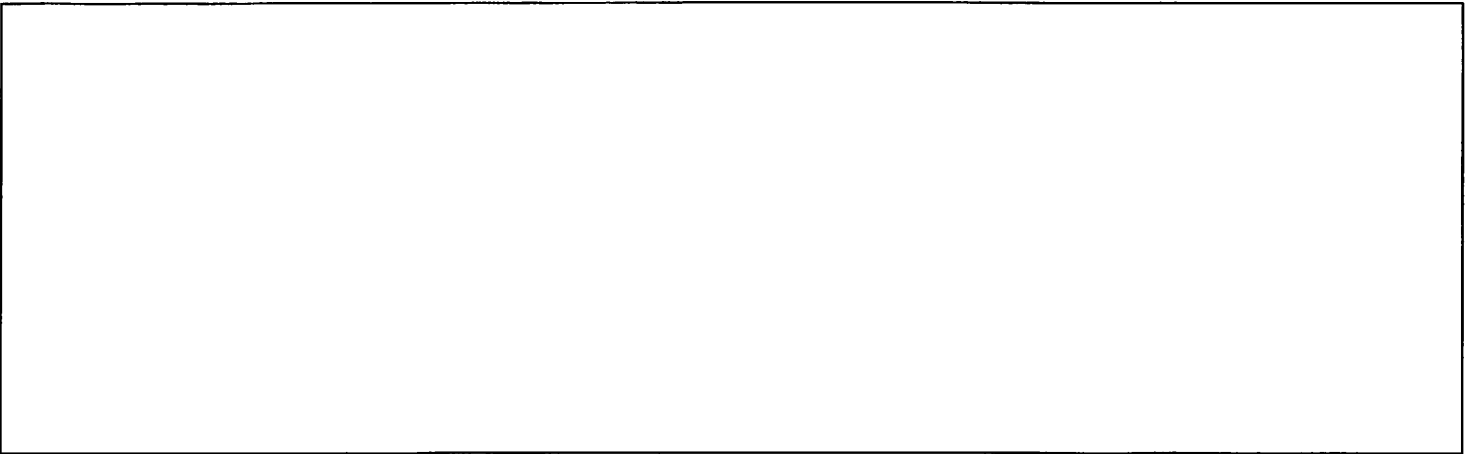
Employees will be notified in the following manner:

Visitors will be notified in the following manner:

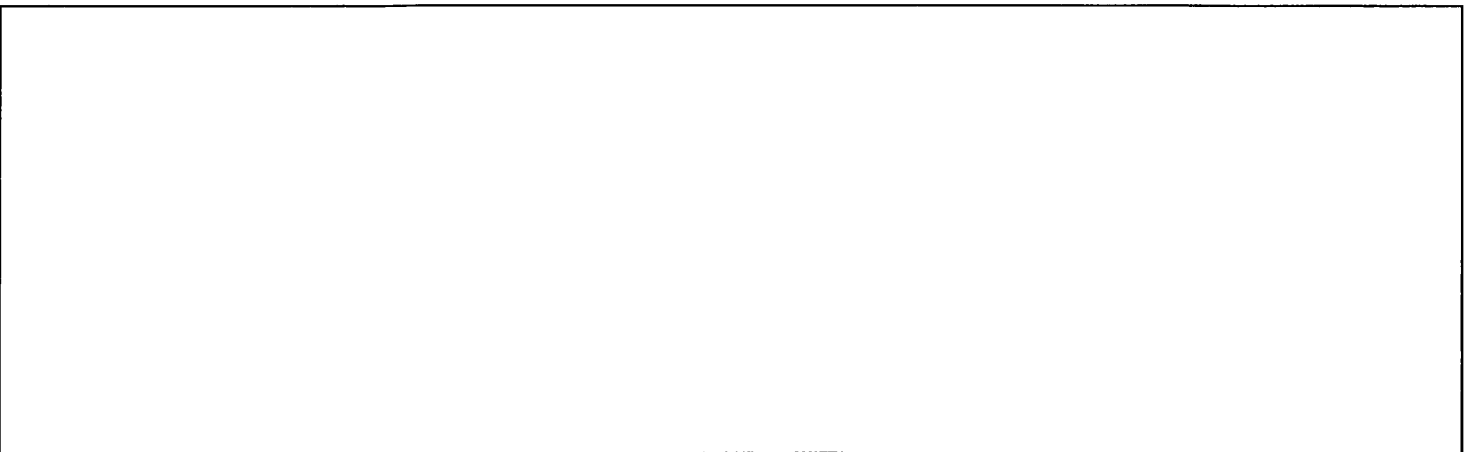
Employees and visitors that are visually impaired will be notified in the following manner:

A large, empty rectangular box with a black border, intended for providing details on how visually impaired employees and visitors will be notified.

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

A large, empty rectangular box with a black border, intended for providing details on how hard of hearing employees and visitors will be notified.

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

A large, empty rectangular box with a black border, intended for providing details on how non-English speaking employees will be notified.

Evacuation, Assembly and 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 the organization's primary (P) or alternate (A) individuals responsible for ensuring the organization has an evacuation plan.

	POSITION/OFFICE	NAME	PHONE NUMBER	EMAIL
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 primary (P) and alternate (A) individuals are responsible for conducting accountability.

	POSITION/OFFICE	NAME	PHONE NUMBER	EMAIL
P				
A				
A				
A				
A				

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. Following are the organization’s primary (P) or alternate (A) individuals responsible for providing information to first responders.

	POSITION/OFFICE	NAME	PHONE NUMBER	EMAIL
P				
A				
A				
A				
A				

Advanced 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	EMAIL

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

An emergency preparedness kit is a ready resource that assists law enforcement with navigating a facility. The kit is located at:

The emergency preparedness kit 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 the organization’s primary (P) or alternate (A) individuals responsible for communicating the organization's message internally and externally.

	POSITION/OFFICE	NAME	PHONE NUMBER	EMAIL
P				
A				
A				
A				
A				

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	EMAIL

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

Training

Providing the necessary training for all employees is important to this plan’s success. Training should include “run, hide and fight” exercises 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 the organization’s primary (P) or alternate (A) individuals responsible for ensuring all stakeholders are trained.

	POSITION/OFFICE	NAME	PHONE NUMBER	EMAIL
P				
A				
A				
A				
A				

A list of required training is provided below.

TRAINING	LOCATION (E.G., ONLINE OR IN-HOUSE)

This plan was last reviewed:

This plan is approved:

Tuskegee University Police Department Campus Lock-down Protocol (Active shooter)

(This procedure is in compliance with the University Active Shooter Policy issued by the President on 8/22/14.)

A lock-down procedure is used to secure all or part of the campus for the purpose of removing people from danger and attempting to prevent a perpetrator from entering university facilities. It is also a method of "*sheltering people in place*" during a potential or actual event involving a threat of violence against the campus community. Typically, this would involve an "**active shooter**" situation where an intruder enters a building or campus grounds and threatens the personal safety and welfare of our students, faculty, staff and guests.

On a national basis, active shooter situations have increased as has the threat to any facility that is open to the public such as a school or university. Events such as these are usually unpredictable and evolve rapidly, demanding response decisions that can be influenced by a number of different variables. Therefore, it is very important that faculty, staff and students immediately report any potentially threatening persons that they see anywhere on campus. This is true, even if the person is not currently engaged in an act of violence and would include anyone armed with a bladed instrument such as a large knife, sword, machete or firearm of any kind.

Background Information on an Active Shooter:

Definition –

- One or more suspect(s) who, as police respond to the scene, are actively killing or causing serious, life-threatening bodily injury to multiple victims. The overriding objective of the suspect(s) appears to be that of mass murder, rather than other criminal conduct such as robbery or hostage-taking.
- Threat is not contained and there is immediate risk of death and injury.
- Considered the greatest threat to a campus community.
- Leaves little or no time for proper planning and requires law enforcement to take immediate action.
- Active shooter situations can and often do develop into hostage situations upon the arrival of law enforcement.

Mentality of an Active Shooter –

- Desire is to kill and seriously injure without concern for their safety or threat of capture.
- Normally has intended victims and searches them out.
- Accepts targets of opportunity while searching for or after finding intended victims.
- Will continue to move throughout the building/area until stopped by law enforcement, suicide, or other intervention.
- Shooters mentality is not escape. The goal is to kill and injure.
- There is no "typical profile" for active shooters.

Response Actions:

Active shooter situations are dynamic in nature and demand an immediate response to the situation by university officials and law enforcement to stop the shooting and prevent further harm to the community. In general, how you respond to an active shooter is dictated by the specific circumstances of the situation. If you find yourself in an active shooter situation, try to remain calm

— your actions will influence others, trust your instincts, and call TU Police at 334-724-4911 and/or 911 as soon as possible. TU Police along with local police agencies have adopted accepted law enforcement response procedures, which are designed to contain and terminate such threats as quickly as possible.

This is the action you are recommended to take:

Follow the guidelines of Homeland Security- found at www.Tuskegee.edu/police/active-shooter where it tells you to “Run”, “Hide”, “Fight”.

Evacuate the Building – if you are in a building where actual shooting is occurring, many experts now recommend that you leave the building immediately rather than shelter in place. If you think you can escape, then do so. Once outside the building, run toward law enforcement with your hands visible and raised above your head.

If you're in a building where you have not observed a threat yet, then:

Secure the immediate area – whether a classroom, residence hall room, or office:

- If able, lock or barricade the door. Block the door using whatever is available: desks, tables, file cabinets, other furniture, books, etc.
- After securing the door, stay behind solid objects away from the door as much as possible.
- If an assailant enters your room and leaves, lock or barricade the door behind them.
- If safe to do so, allow others to seek refuge with you.
- Avoid hiding in restrooms, as they typically cannot be secured.

Protective actions – take appropriate steps to reduce your vulnerability:

- Close blinds.
- Block windows.
- Turn off radios and computers.
- Silence cell phones.
- Place signs in exterior windows to identify your location and the location of injured persons.
- Keep people calm and quiet.
- After securing the room, people should be positioned out of sight and behind items that might offer additional protection – wall, desks, file cabinets, bookshelves, etc.
- Do not sound the fire alarms. This may cause others to flee the buildings and put them at risk.
- Call TU Police at 334-724-4911 and/or 911 if it is safe to do so.

Unsecured areas – if you find yourself in an open area (this could include a large auditorium or gym) immediately seek protection:

- Put something between you and the assailant.
- Consider trying to escape if you know where the assailant is and there appears to be a safe escape route immediately available to you.
- If in doubt, find the safest area available and secure it the best way you can.

Contacting TU Police or 911 – be aware that emergency systems may get overwhelmed during this type of incident, if you do not reach anyone on the first call, keep trying. Once connected with police, stay on the line until told to hang up. Be prepared to provide as much information as possible, such as the following:

- Describe exactly what is happening.
- Where you are located, including building name and room numbers.
- Number of people at your specific location.
- Injuries if any, including the number of injured and types of injuries.
- Your name and other information as requested.
- Try to provide information in a calm clear manner so the dispatchers can relay the information to responding emergency personnel as quickly as possible.

Remember: You may reach the TU Police by dialing 334-724-4911 or 4911 from any campus phone. Dialing 911 from your cell phone will reach the Macon County 911 Center. They will take your information and transfer you to the TU Police Department. Program important numbers into your phone in advance so they are readily available when needed.

What to report. Try to note as much as possible about the assailant, including:

- What you heard – e.g., gunshots, explosions, etc.
- Specific location of the assailant.
- Number of assailants.
- Gender, race, and age of the assailant.
- Language of commands used by the assailant.
- Clothing color and style.
- Physical features – e.g., height, weight, facial hair, glasses.
- Type of weapons – e.g., handguns, rifle, shotgun, explosives.
- Description of any backpack or bag.
- Do you recognize the assailant? Do you know his/her name?

Un-securing the area:

- The assailant may not stop until his/her objectives have been met or until engaged and stopped by law enforcement.
- Always consider the risk of exposure posed by opening the door for any reason.
- Attempts to rescue people outside a secure area, should only be attempted if it can be accomplished without further endangerment to the people inside the secured area.
- Be aware that the assailant may bang on the door, yell for help, or otherwise attempt to entice you to open the door of a secured area.
- If there is any doubt about a threat to the safety of the individuals inside the room, the area needs to remain secured.

TU Police Goal & Response:

- Law enforcement's goal is to **locate, contain, and stop** the shooter.
- To notify additional law enforcement departments to help with the incident.
- Everyone in the building will be considered a suspect.
- When the team of officers makes a contact with you inside the building, do not run towards them.
- Keep your hands visible and respond to their commands.
- Officers will engage with gunfire, anyone that is armed or moves on them in what can be perceived as an aggressive manner.
- If you are near the suspects when officers make entry, the best thing to do is drop as low as you can and stay there, with your hands visible until the team commands you to get up.

Police Dispatcher:

- The Communications Operator shall dispatch armed officers to the scene immediately by an "All Call" via the police radio system. Unarmed officers shall assist in the evacuation and in securing gates for containment.

Armed Police Officers:

- TU Police has assigned certain officers with specialized training and equipment, who make up a county-wide response to emergencies. As such, assistance and notifications to the Macon County Sheriff's Office, Tuskegee City Police, and the Alabama Law Enforcement Agency (State Troopers) shall be made.

Other:

- As soon as practical, emergency notifications via Tiger-Alert and E-Blast will be made by the Police Department, Marketing and/or the IT Dept.

Injured Persons –

- Initial responding officers will not treat the injured or begin evacuation until the threat is neutralized.
- You will need to explain this to others in an attempt to calm them.
- Once the shooter(s) is contained or neutralized, officers will begin treatment and evacuation.

Evacuation –

- Safety corridors will be established by law enforcement. This may be time consuming to set-up.
- Remain in secure areas until instructed otherwise - the mass notification system can be used to call an all-clear and provide additional instructions.
- You may be searched – leave your personal belongings behind.
- You will be escorted out of the building by law enforcement personnel.

Final Adjudication of Incident:

Once the perpetrator has been stopped and contained, law enforcement will declare whether the campus can be reopened. The Tiger- Alert System will be used to disseminate this information to the campus community along with direct contact from the TU Police.

TUPD personnel shall make no media statements rather divert all such requests to the Chief of Staff at 334-727-8502 or the Vice President of Marketing/Public Relations Office.

TUSKEGEE UNIVERSITY

University Policy: Active Shooter Policy

Policy Category: Safety

Subject: Active Shooter Policy

Office Responsible for Review of this Policy: Entire University Community

I. SCOPE

This policy applies to all University units. It is the responsibility of all University units to be aware of training standards and roles of individual units listed in this policy.

II. POLICY STATEMENT

To provide direction to anyone confronted by an Active Shooter situation on or near the campus of Tuskegee University. An active shooter situation is so unique and can unfold so rapidly that it requires a response that is tailored to the specific situation. The activation of this plan will alert staff to take appropriate action in order to provide for the safety for all students, employees and visitors at Tuskegee University.

III. PURPOSE

The purpose for the adoption of this policy is to outline the University's position regarding planning, training and responding to an Active Shooter threat/incident.

IV. TO WHOM THIS POLICY APPLIES

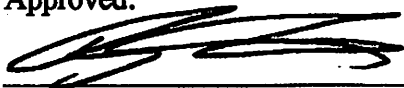
This policy applies to the entire University community, specifically students, faculty, administrators, staff, and visitors to campus, whether they are guests, patrons, independent contractors or clients.

V. EFFECTIVE DATE

This policy is effective immediately. The policy adoption date is: August 22, 2014.

VI. SIGNATURE, DATE, AND APPROVAL

Approved:



Brian L. Johnson, PhD
President

Date Approved:

TUSKEGEE UNIVERSITY ACTIVE SHOOTER POLICY

An active shooter is considered to be a suspect or assailant whose activity is immediately causing serious injury or death, and has not been contained. The following policy is designed to serve as an awareness and training tool likely to reduce the number of injuries or fatalities if followed as soon as a situation develops.

Violent incidents, such as an active shooter, can occur on University grounds or within close proximity of the Campus with little or no warning. Active shooter situations are dynamic in nature and demand an immediate response to the situation by the community and law enforcement to stop the shooting and prevent further harm to the community.

In general, how you respond to an active shooter is dictated by the specific circumstances of the situation. If you should find yourself in an active shooter situation, try to remain calm -- your actions will influence others, trust your instincts, and call the Tuskegee University Police Department (TUPD) 24 hour/7 day hotline at (334) 724-4911, or call the Tuskegee University Chief of Police directly on his cell (334) 421-3538 as soon as possible.

The TUPD along with local and state police have adopted and accepted law enforcement response procedures to contain and terminate such threats as quickly as possible. The following policy will enable you to take appropriate actions for yourself and are intended for emerging or in progress situations.

I. ROLES AND RESPONSIBILITIES

Tuskegee University Police Department

- Respond to and investigate the initial active shooter event.
- Coordinate and work with outside law enforcement agencies in the response and investigative phase of the active shooter event.
- Coordinate with the Office of Communications, Public Relations and Marketing to initiate the TigerAlert message to the University community, advising of the situation and asking them to avoid the area(s) where the active shooting event is transpiring.
- Initiate the warning signal located through the Emergency Blue Light towers.
- Contact the Chief of Staff to notify the President

Office of Student Affairs

- Respond to student(s) needs and facilitate advocacy efforts when appropriate.
- Act as a liaison with concerned family members during and post emergency.

Office of Human Resources

- Determine employee(s) campus involvement.
- Conduct outreach to employees.

Office of Communications, Public Relations and Marketing

- Publish subsequent TigerAlert, Email Blast messages and updates on the university website for the campus community.
- Provide factual, ongoing information about the situation and important advisories on actions being taken by University officials, as well as expected actions to be taken by University community members.
- Act as liaison to leadership in providing critical information updates to community, general public and media.
- Contact liaison to the media.
- Organize press briefings and media updates.

II. NOTIFICATIONS AND REPORTS

All students, employees, and visitors who witness an act of violence on or near the campus of Tuskegee University should immediately report it to the TUPD by dialing the 24 hour/7 day hotline (334) 724-4911 or local law enforcement by dialing 911.

Specific response procedures for Tuskegee University Police Department and other public safety entities are proprietary and for official use only.

During such an emergency, the Chief of Police or his designee shall be immediately notified. The Chief of Police or designee shall then notify the Director of the Office of Communications, Public Relations and Marketing and the Chief of Staff. The Chief of Police, or designee, will initiate the TigerAlert message through the system for publication by the Office of Communications, Public Relations and Marketing. The Director of Communications, Public Relations and Marketing, or designee, will then transmit the TigerAlert and Email Blast messages to the university community advising them of the situation and to also initiate the warning signal located in the Emergency Blue Light towers. The Chief of Staff will notify the President.

It is imperative that official information from the University begin to flow outward as quickly as possible to avoid rumors or misinformation from spreading. Therefore, notification to the Campus Community and outside constituents will be made by various forms of notification, to include, but not limited to, TigerAlert system, e-mail, university website, emergency blue light system, fire alarms, and personnel notifications. **It is MANDATORY that every employee and student is registered with a university email address and the TigerAlert system.**

III. RESPONDER TRAINING – ALL LOCATIONS

The TUPD trains annually for response to Active Shooter situations. TUPD also trains with other local law enforcement agencies on a coordinated response to this type of incident.

At campus locations, the Chief of Police and/or his designee will arrange and coordinate Active Shooter response training for the campus community.

IV. EDUCATION FOR FACULTY, STAFF AND STUDENTS:

Guidance on how to respond to an Active Shooter situation for Faculty, Students and Staff can be obtained through the *Active Shooter Information* tab available on the university website under the TU Police Department section.

The Alabama Department of Homeland Security identifies three options in an active shooter situation:

- **RUN** (when an active shooter is in your vicinity)
 - If there is an escape path attempt to evacuate
 - Evacuate whether others agree to or not
 - Leave your belongings behind
 - Help others escape if possible
 - Prevent others from entering the area
 - Call 911 when you are safe
- **HIDE** (if evacuation is not possible, find a place to hide)
 - Lock and/or block the door
 - Silence your cell phone
 - Hide behind large objects
 - Remain very quiet
- **FIGHT** (as a last resort, and only if your life is in danger)
 - Attempt to incapacitate the shooter
 - Act with physical aggression
 - Improvise weapons
 - Commit to your actions

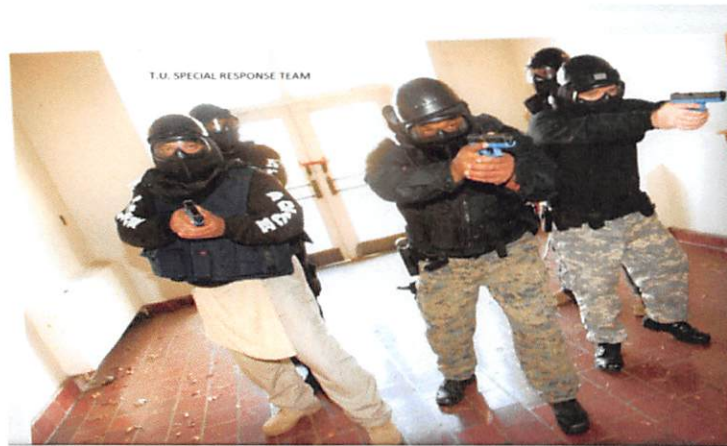
When law enforcement arrives:

- Remain calm and follow instructions
- Keep your hands visible at all times
- Avoid pointing or yelling
- Know that help for the injured is on its way

Tuskegee University's goal is to keep everyone whether a student, employee, or visitor safe. This policy is implemented to reinforce the University's commitment to keeping everyone safe.

Tuskegee University Police Department

Active Shooter Response Protocol



By: Patrick W. Mardis- Chief of Police and Daniel M. Motley-Investigator/Training Instructor

A study by the U.S. Secret Service found that in previous school shootings almost 3/4 of the attackers made prior suicidal gestures. More than half of the shooters felt extremely depressed or desperate. 75% felt bullied or persecuted by other students in the school. The study also reported that almost 95% of the school shooting events were planned from a few days up to a full year in advance. Additionally, previous to 3/4 of the school-based shootings other students had specific information or suspicions that a shooting was going to happen. However, given an often-found code of silence in teens, they failed to inform parents, school personnel, or law enforcement authorities. Few shooters ever made direct threats against anyone in their schools prior to the shooting. However, most school shooters engaged in actions previous to the incident that seriously concerned one or more adults. These findings necessitate that the entire University must work as a unified team in preventing and responding to school attacks.

Tuskegee University – Active Shooter – Emergency Plan

Purpose: The purpose of the Active Shooter Emergency Plan is written to identify departments and their responsibilities in response to an active shooter event.

Applicability: This plan applies to Tuskegee University located at 1200 West Montgomery Road, Tuskegee Institute, Alabama 36088.

Roles and Responsibilities:

Tuskegee University Police:

- The Tuskegee University Police Department's prime responsibility is to protect the Tuskegee University Community and will be the first responder to an active shooter incident. The actions taken for this type of incident will have the following objectives:
 1. Immediately engage the assailant(s).
 2. Evacuate the victims.
 3. Direct affected individuals to the medical care, interviews, and counseling.
 4. Preserve the crime scene for investigation.
- The Tuskegee University Police will maintain and follow Tuskegee University Police Active Shooter Protocols based on National, State, and Local Law Enforcement accepted practices and guidelines for dealing with active shooter incidents on campus.
- The Tuskegee University Police is authorized to issue a Tiger Alert immediately and directly to the Tuskegee University Community without consulting the Emergency Response Team Incident Commander when an active shooter on campus has been confirmed.

University Communications:

- University Communications is responsible for ongoing communications relative to the event, issuing the follow up Tiger Alerts and updating of the Emergency Information Telephone Lines, if communication lines are established.
- Provide back up for issuing Tiger Alerts.

Dean of Students:

- The Dean of Students is responsible for assisting in the recognition of students at risk.
- Should a threat present itself, the Dean will call together the Threat Assessment Team to review the situation. The team will consist of the Dean of Students, the Chief of University Police, the Dean of Students, the Director of Counseling Services, and any others who may be helpful in the situation.
- Assisting students after the event.
- Coordinating the preparedness of the counseling resources available to assist all students in this type of event.

The Dean of College and the Dean of Graduate Studies:

- The Deans are responsible for assisting in the recognition of students at risk by notifying the school faculty of procedures concerning student's behavior and how to register those concerns with the Dean of Students.
- Should a threat present itself, the Dean will utilize the Threat Assessment Team described above, to review the situation.
- Assisting students after the event.

Human Resources:

- Human Resources responsible for assisting in the recognition of employees at risk. Should a threat present itself, the Director of Human Resources will utilize the HR Threat Assessment Team to review the situation. The team will consist of the Director of Human Resources, Chief of University Police, and any other resources or others as required.
- Assisting employees after the event.

Counseling Services:

- Counseling Services is responsible for providing assistance in the recognition of students at risk.
- Counseling Services is responsible for coordination of additional outside counseling services that may be needed to assist students.

Chief of Staff/President:

- Activate the Emergency Response Plan.

Physical Plant:

- Is responsible as necessary after the event, for the clean-up and restoration of the facilities impacted/damaged in the course of any Active Shooter incident as soon as crime scene restrictions are removed.

Protocol:

Active shooter events cannot be predicted to follow any pattern and therefore the following protocol will act as a sequencing guideline for this type of situation:

- In the event that a notice is received, at the University Police office either from a campus source, off-campus telephoned warning, or transfer from the Tuskegee Police Department of a 911 call that a:
 - Gun or weapon has been found on campus.
 - Person with a gun is on campus.
 - Active Shooter – has fired shots on campus.

(University Police will be notified by the Tuskegee Police Department of any calls to 911)

- The University Police will respond in the following way:
 - If (Gun or Weapon) is found, the responding officer will follow appropriate protocol for removal of weapon.
 - If person with gun is on campus and is a danger to himself only, the responding officer will follow appropriate protocol for the situation.
 - If person with gun is a danger to others, the responding officer will notify the dispatcher to follow the University Police Active Shooter Protocol.
 - Notify the Chief and Assistant Chief
 - Follow Dispatcher protocol for Active Shooter.
 - If it is determined immediately that an active shooter incident is occurring from the phone call received, the Officer in Charge and the Dispatcher will follow the University Police Active Shooter Protocol.

- For Active Shooter on campus, the Dispatcher will immediately:
 - Advise all officers to respond to the incident.

- Will contact the Tuskegee Police Department, Macon County Sheriff Department, Alabama Department of Public Safety, and any other agency that may be required.
- Will issue a Tiger Alert per Active Shooter protocol.

Building Lockdown Procedure- Emergency Situation

Policy

When instructed by the Tuskegee University Police to initiate a "Lockdown" of the campus or specific building(s), the following procedure is to be implemented.

Purpose

In the event of a police emergency, e.g. "Active Shooter", it may become necessary to "Lockdown" a building or buildings on campus to protect occupants and minimize the overall exposure to danger.

Definition

A "Lockdown" is the temporary sheltering technique, e.g. 30 minutes to several hours, utilized to limit civilian exposure to an "Active Shooter" or similar incident. When alerted occupants of any building within the subject area will lock all doors and windows not allowing entry or exit to anyone until the all clear have been sounded. This procedure converts any building into a large "Safe Room".

Under the Alternative Shelter section of this document specific provisions are detailed for those people who have been in transit, e.g. moving from one building to another, at the time of the lockdown.

Authority and Responsibility

TUPD is responsible for:

- Declaring the "Lockdown";
- Activating the Tiger-ALERT and Public Address (PA) systems of police vehicles with appropriate instructions;
- Immediate response to the scene;
- On scene incident command(OIC);
- Notifications to internal and external resources;
- Arrest of the offender;
- Security of the scene;
- Location and security of any shelter sites used;
- Notifications;
- Participation in appropriate training.; and
- Participation in drills and incident critiques.

Building Specific Plans

The "Lockdown" procedure for the building, as a minimum must contain the following:

- The name of the Building Manager and their alternate, including contact information;
- Emergency telephone numbers;
- The list of the University's Alternate Shelters;
- Roles and responsibilities for building "Lockdown" team, including contact information and identification of "Posts"; and
- Safe Rooms inside the building, note these Safe Rooms could be utilized by guests or building occupants. The Safe rooms must meet the following criteria: the room can be secured; and is large enough to accommodate a large number of people.

Risk Assessment

Once the initial call has been received by the TUPD's Communication Center (CC) the CC will initiate an investigation to confirm the emergency by:

- Dispatching Patrol units and a Supervisor to investigate the initial call;
- The CC shall notify the City of Tuskegee Police Department by calling 911;
- Notifying the Chief of TUPD; and
- Notifying the Deputy Chief of TUPD.

Initiation of "Lockdown" Procedure

If the risk assessment determines the need to secure a building or buildings to protect the campus community and to prevent an escalation of the emergency, the Chief of the TUPD or designee will give the order to "Lockdown" specific areas or the entire campus.

- Notice that a "Lockdown" has been issued will be broadcast over the Tiger-ALERT system and by other appropriate means, by the TUPD.

"Lockdown" Procedure

- If preceding an order to "Lockdown" you hear gunshots in or around your building or once the notice to "Lockdown" have been issued by the TUPD take the following action:
- Follow instructions;
- Try to remain calm;
- Remain indoors, e.g. your office or classroom. Once "Lockdown" you would be allowed to move about the facilitate certain needs, e.g. bathroom, water, but you are not allowed to leave the building unless an all clear has been sounded;
- If not in your typical surroundings proceed to a room that can be locked;
- Close, and lock all doors;
- Turn off all lights;
- Occupants should be seated below window level, toward the middle of a room away from windows and doors;
- Remain silent;
- Turn off all radios or other devices that emit sound;
- Silence cell phones;
- If gunshots are heard lay on the floor using heavy objects, e.g. tables, filing cabinets for shelter;
- If safe to do so, turn off gas and electric appliances, e.g. heater, fan, coffee maker, gas valves, lights and locally controlled ventilation systems, e.g. air conditioner. Use phones only for emergency notification to TUPD;
- Do not shelter in open areas such as hallways or corridors. Go to the nearest classroom, lecture hall or auditorium that can be locked. Place a sign on the entrance indicating the "**Lockdown**" is in effect;
- If outdoors seek nearby shelter, e.g. large trees, walls, mail boxes, and wait for additional instructions from the TUPD. A message will be broadcast giving specific locations and directions for entering certain shelter sites; and
- Do not unlock doors or attempt to leave until instructed to do so by TUPD. The "All-clear" will be announced over the Tiger-ALERT or other appropriate system when it is considered safe.

Evacuation

If you are instructed to evacuate a given building or buildings, please refer to the University's General Emergency Management Plan for instructions on evacuation or those instructions given by the University Police.

Alternative Shelter

Should a lockdown be declared persons out of doors should seek immediate cover and concealment by using trees, mailboxes, walls, vehicles, fire hydrants or trash cans while waiting for instructions via public address or Tiger-Alert . The On-site Incident Commander (OSIC) will determine from available intelligence the most appropriate alternative shelters and have police officers assigned to secure those locations. Once the OSIC is assured the shelter(s) has/ have been staffed the OSIC will authorize the appropriate instructions, on location and safe corridors to approach each shelter, be broadcast over public address and Tiger-Alert

Should circumstances prevent the "Lockdown" of a particular building the OSIC must take appropriate steps to secure the building, e.g. securing the building perimeter with UCPD personnel. The OSIC will order the assignment of a police officer(s) to secure each shelter selected for use.

Police officers posted at the shelter will screen all individuals as they enter by having them:

- Stop at the entrance to the shelter;
- Identify themselves;
- Leave all parcels, briefcases, backpacks and gym bags outside at a minimum distance of 20-30 feet from the structure; and
- The person seeking shelter will then open all outer garments for a visual inspection before being allowed to enter the shelter.

Medical Emergency

In case of medical or other emergency a TUPD entry team supervisor must be in direct contact with the manager of the affected building prior to entering any building after the "**Lockdown**" has been declared. The team supervisor and the building manager will establish:

- Entry point to the building;
- Time of entry;
- Log of person (s) entering or exiting- only emergency personnel may exit until the "all clear" signal has been given.



Training Requirements

All certified members of the Tuskegee University Police Department shall successfully complete training on response to active shooters and a firearms qualification course with a passing score of 70% with the departmental approved handgun. Those officers authorized to carry specialized weapons, shall be required to score at least 80%.

This dynamic course of instruction is designed to prepare the first responder to isolate, distract, and neutralize an "active shooter". Course will cover shooting and moving, threshold evaluation, concepts and principles of team movement, setting up for and room entry techniques, approach and breaching the crisis site, rescue team tactics, improvised explosive devices, and post engagement priorities of work. The course will culminate with dynamic "force on force" scenarios. This course will involve the use of "Simunitions", live fire. As such all safety equipment shall be inspected and used during this training.

The TUPD will conduct routine training of faculty, staff and students throughout the academic year inclusive of Freshmen/New Student Orientation, Residence Hall Safety Seminars and as directed by the President.

Plan Review

All Faculty and Staff are to receive a copy of the University's Lockdown procedure and the plan for their specific building. Distribution of the plans is the responsibility of the respective Deans and Department Heads.

The Tuskegee University Police Department may conduct routine drills followed by a critique of the drill. This will determine the need for any changes to this plan that shall be presented to the University President for approval.

Keeping Our Campus Safe

