

# The Office of Infrastructure Protection

National Protection and Programs Directorate  
Department of Homeland Security

## Active Shooter: Preparation and Response



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# Agenda

- Background/Prevention
- Preparation
- Response
- Recovery
- Active Shooter “How to Respond” Program Overview
  - “Active Shooter – How to Respond” Materials
  - Online Training

# Joint Intelligence Bulletin - December 27, 2012

- The Federal Bureau of Investigation analyzed 154 active shooter events in the United States between 2002 and 2012 that included 3 or more individuals being shot
- The shooter was deceased after 51 percent of these events (43 percent committed suicide and 8 percent were shot and killed by responders). 45 percent of active shooters were arrested and 4 percent remain unidentified
- A clear motivation was never determined in 40 percent of cases analyzed; **however, the most common identified motivations were found to be workplace retaliation (21 percent), domestic disputes (14 percent), and academic retaliation by a current or former student (7 percent)**
- The shooter was male in 96 percent of cases analyzed
- The shooter acted alone 96 percent of the time



# Joint Intelligence Bulletin - December 27, 2012

- Active shooter events most commonly occurred in a workplace environment (37 percent) or academic setting (17 percent)
- From investigations and analysis, many active shooters were described as social isolates, harbored feelings of hate and anger, and/or had some reported contact with mental health professionals
- **Mental illness is commonly referenced as a potential contributing factor**, but its causal impact on the attack can only be speculated
- Very few active shooters had previous arrests for violent crimes
- **Common catalysts or triggers observed include: loss of significant relationships, changes in financial status, loss of a job, changes in living arrangements, major adverse changes to life circumstances, and/or feelings of humiliation or rejection on the part of the shooter**



# Characteristics of an Active Shooter Incident

- An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area
- In most cases, there is no pattern or method to the selection of victims
- Most active shooter situations are unpredictable and evolve quickly
- **Preparedness and awareness are key to helping protect our employees, our customers, and ourselves**

# Potential Indicators

If others recognize and report these behaviors, the employee may be assisted, supported, and treated. It is important for employers to establish communication procedures for reporting these concerns. Depending on company policy, employees should alert the Human Resources Department or Safety/Security Department.

- Thoughts
  - Talk of previous violent incidents
  - Unsolicited focus on dangerous weapons
  - Expressions of paranoia or depression
  - Overreaction to workplace changes
- Feelings
  - Depression or withdrawal
  - Unstable, emotional responses
  - Feeling either arrogant and supreme, or powerless
  - Intense anger or hostility
- Behaviors
  - Increased use of alcohol or drugs
  - Violations of company policies
  - Increased absenteeism
  - Exploiting or blaming others

# Preparation



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# Creating a Personal Emergency Action Plan

- Mental Mapping

- Important tool you can provide for yourself
- Think about normal activities and locations in the workplace
- Decide for yourself your responses to far, near, or close threats and what you would do
- Guarantee the success of your individual plan
- Help others get their own “mental maps”
- It will guide your response in a time of crisis





# Creating an Emergency Action Plan

- To best prepare your staff for an active shooter situation, create or add Active Shooter elements to an Emergency Action Plan (EAP)
  - Create or modify plans in a collaborative fashion
    - Increases buy-in from various departments and workforce
  - Train employees on the plan and exercise the plan
  - Include external agencies/responders initially and on annual updates
    - Police, Emergency Medical Services, Emergency Management, Fire departments
  - Initiate mutual aid agreements with nearby or associated facilities



# Creating an Emergency Action Plan

- Components of an Emergency Action Plan (EAP):
  - Evacuation policy and procedure
  - Emergency escape procedures and route assignments (i.e., floor plans, safe areas, assembly areas)
  - Identify persons with key roles and appoint alternates
  - Contact information for, and responsibilities of, individuals to be contacted under the EAP
  - Information concerning local area hospitals (i.e., name, telephone number, distance from your location)
  - An emergency notification system
  - Scripted messages

# Incident Pre-Planning

- Some items to consider during plan development
  - Establish alternative methods of communication with employees during an incident—including emergency notification system, email, phone, cell phone, text message, and loudspeaker announcements
  - Consider alternate means for employees and families to obtain site information from an off-site location or office, unaffected by the emergency
  - Communicate with emergency responders to manage facility expectations of response capabilities
  - Social Media/Web pages

# Preparation and Management

- Human Resources Department Responsibilities
  - Conduct effective employee screening and background checks
  - Create a system for reporting signs of potentially violent behavior
  - Make counseling services available to employees
- 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
  - Assemble crisis kits containing: radios, floor plans, staff roster/staff emergency contact numbers, first aid kits, flashlights
  - Create a “Go Bag” for responders with access badges, keys, floor plans
  - Activate the emergency notification system during an emergency situation

# Assisting Emergency Responders

- Is security technology, such as closed circuit television, in place to assist law enforcement in locating the victims and shooter(s)?
  - Provide IP addresses, usernames and passwords for remote access
- What procedures are available to provide facility access to emergency responders?
- Are critical phone calls getting through to security personnel?
  - Wireless Priority Service or GETS
- Are extra radios available for emergency responders?
- Where are incoming emergency response personnel staged?
- Is their harmony between your plan and theirs?
- Site knowledge of Incident Command
  - ICS 100, ICS 200 and possibly ICS 300

# Incident Recovery Considerations

- Addressing Victims and Families
  - Has the facility established a family hotline?
  - What is the process to assist with victim identification?
  - Will facility personnel procure counselors for employees and families?
  - How will concerns about returning be handled?
- Communicating Internally
  - What instructions will management give to the employees and how will it be communicated?
  - How will facility personnel communicate with families?

# Incident Recovery Considerations (cont.)

- **Communication Externally**
  - Who is the designated official for responding to media inquiries?
  - What information and details will facility personnel provide to the media ?
- **Continuing Business Operations**
  - What are the business recovery/continuity plans?
  - Who will make re-entry decisions?
  - When and how will managers fill the positions of deceased and injured employees?
  - What actions are needed to ensure employees feel safe?

# Response



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# Responding to an Active Shooter Situation

- In an active shooter situation, you should quickly determine the most reasonable way to protect your own life. You should:
  1. **Evacuate:** If there is an accessible escape path, attempt to evacuate the premises
  2. **Hide Out:** If evacuation is not possible, find a place to hide where the active shooter is less likely to find you
  3. **Take Action:** As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter
- It is important for employees to be trained so that they can react if they are ever confronted with an active shooter situation
- If you are in harm's way, you will need to decide rapidly what the safest course of action is based on the scenario that is unfolding before you

# Reactions of Leaders

- Employees and customers are likely to follow a leader during an emergency situation. During an emergency, managers should be familiar with their EAP, and be prepared to:
  - Remain calm
  - Take immediate action
  - Lock and barricade doors if appropriate
  - Evacuate staff and customers to a safe area via preplanned evacuation route



Show 3.5 minute video here found at:

<http://www.dhs.gov/video/options-consideration-active-shooter-preparedness-video>

# Recovery

- After an incident occurs, it is important to manage the consequences and analyze the lessons learned
- Post-event activities includes accounting for missing persons and referring individuals at the scene for follow-up care, including grief counseling
  - Based on prior planning

# Active Shooter “How to Respond” Program Overview

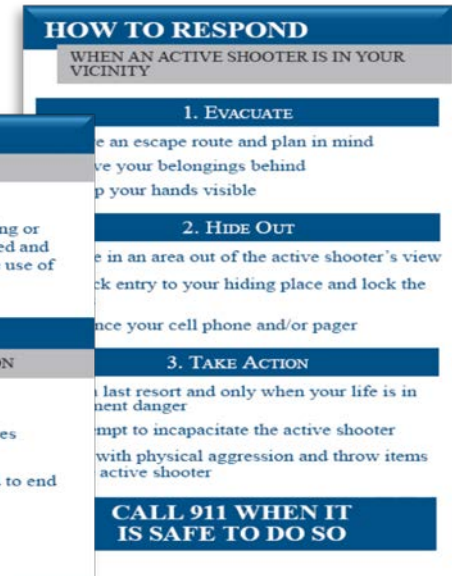
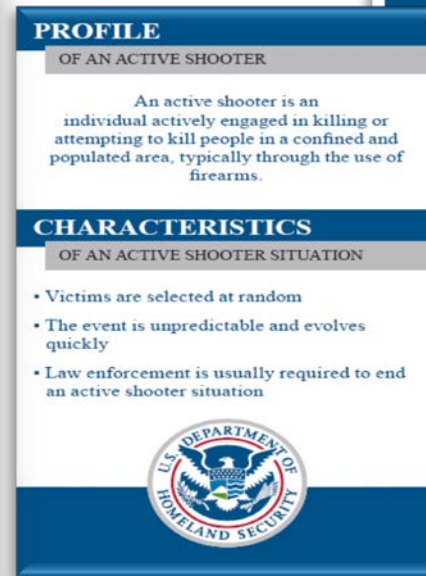
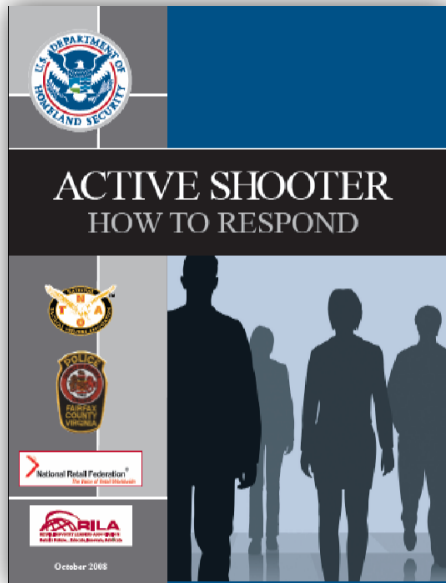


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# Training and Outreach Materials

- Materials consist of three products:
  - Basic Guide Book
  - Break Room Poster
  - Pocket Emergency Measures Guide

To download these materials visit [www.dhs.gov/activeshooter](http://www.dhs.gov/activeshooter)



# Online Training

- DHS has released Active Shooter, What You Can Do (IS-907), a new online training course available through the Federal Emergency Management Agency Emergency Management Institute at <http://training.fema.gov/EMIWeb/IS/IS907.asp>
- The course is self-paced and takes about 45 minutes to complete.
- Upon completion, participants can take a short online "final exam" that is instantly scored. A certificate is given to participants who finish the entire course and pass the exam

# Other Online Resources

- [www.dhs.gov/private-sector-resources-catalog](http://www.dhs.gov/private-sector-resources-catalog)
- All DHS agencies have material
- Training
  - FEMA, Active Shooter, Workplace Violence, Surveillance Detection, “What’s in Store” Video
- Cyber – Assessments, bulletins, best practices
- Information
  - National Terrorism Alert System, National Suspicious Activity Reporting, See Something, Say Something
  - Wireless Priority Service/Government Emergency Telephone System





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For more information visit:  
[www.dhs.gov/activeshooter](http://www.dhs.gov/activeshooter)

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