



ACTIVE SHOOTER HOW TO RESPOND



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RETAIL INDUSTRY LEADERS ASSOCIATION
Retail's Future... Educate, Innovate, Advocate

Emergency Numbers

EMERGENCY SERVICES: 9-1-1

LOCAL EMERGENCY INFORMATION LINE: _____

LOCAL POLICE DEPARTMENT: _____

LOCAL FIRE DEPARTMENT: _____

LOCAL HOSPITAL: _____

LOCAL FBI FIELD OFFICE: _____

FACILITY SECURITY: _____

FACILITY ADDRESS: _____

FLOOR: _____ SUITE/ROOM: _____

OFFICE #: _____ EXT. _____

PROFILE OF AN ACTIVE SHOOTER

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

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

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

Good practices for coping with an active shooter situation

- Be aware of your environment and any possible dangers
- Take note of the two nearest exits in any facility you visit
- If you are in an office, stay there and secure the door
- If you are in a hallway, get into a room and secure the door
- As a last resort, attempt to take the active shooter down. When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her.

**CALL 911
WHEN IT IS SAFE TO DO SO!**

HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

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

1. RUN

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

- Have an escape route and plan in mind
- Evacuate regardless of whether others agree to follow
- Leave your belongings behind
- Help others escape, if possible
- Prevent individuals from entering an area where the active shooter may be
- Keep your hands visible
- Follow the instructions of any police officers
- Do not attempt to move wounded people
- Call 911 when you are safe

2. HIDE

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

Your hiding place should:

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

To prevent an active shooter from entering your hiding place:

- Lock the door
- Blockade the door with heavy furniture

If the active shooter is nearby:

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

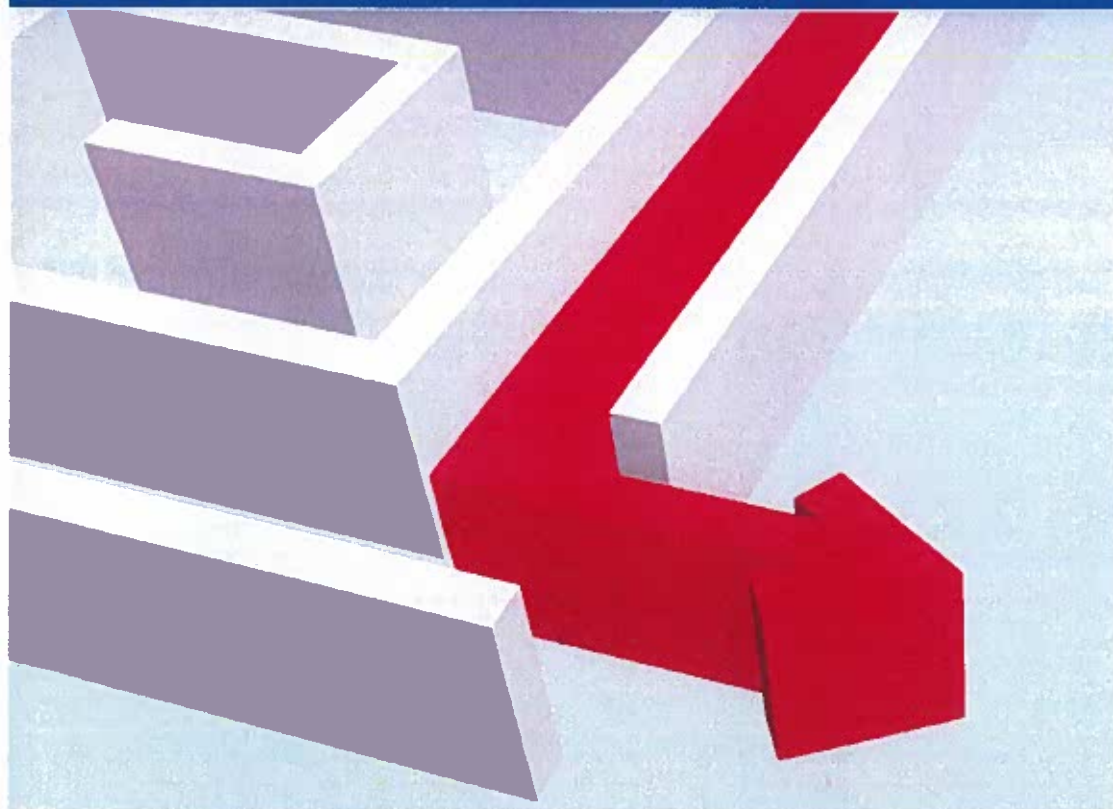
If evacuation and hiding out are not possible:

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

3. FIGHT

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

- Acting as aggressively as possible against him/her
- Throwing items and improvising weapons
- Yelling
- Committing to your actions



HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

Law enforcement's purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

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

How to react when law enforcement arrives

- Remain calm, and follow officers' instructions.
- Put down any items in your hands (i.e., bags, jackets).
- Immediately raise hands and spread fingers.
- Keep hands visible at all times.
- Avoid making quick movements toward officers such as holding on to them for safety.
- Avoid pointing, screaming and/or yelling.
- Do not stop to ask officers for help or direction when evacuating; just proceed in the direction from which officers are entering the premises.

Information to provide to law enforcement or 911 operator

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

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

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

TRAINING YOUR STAFF FOR AN ACTIVE SHOOTER SITUATION

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

Components of an Emergency Action Plan (EAP)

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

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

Components of Training Exercises

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

- Recognizing the sound of gunshots
- Reacting quickly when gunshots are heard and/or when a shooting is witnessed
 - Run
 - Hide
 - Fight the shooter as a last resort
- Calling 911
- Reacting when law enforcement arrives
- Adopting the survival mind set during times of crisis

Additional Ways to Prepare For and Prevent an Active Shooter Situation

- Preparedness
 - Ensure that your facility has at least two evacuation routes
 - Post evacuation routes in conspicuous locations throughout your facility
 - Include local law enforcement and first responders during training exercises
 - Encourage law enforcement, emergency responders, SWAT teams, K-9 teams, and bomb squads to train for an active shooter scenario at your location
- Prevention
 - Foster a respectful workplace
 - Be aware of indications of workplace violence and take remedial actions accordingly

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



PREPARING FOR AND MANAGING AN ACTIVE SHOOTER SITUATION

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

Human Resources' Responsibilities

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

Facility Manager Responsibilities

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

Reactions of Managers During an Active Shooter Situation

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

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

Assisting Individuals with Special Needs and/or Disabilities

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



RECOGNIZING POTENTIAL WORKPLACE VIOLENCE

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

Indicators of Potential Violence by an Employee

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

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

MANAGING THE CONSEQUENCES OF AN ACTIVE SHOOTER SITUATION

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

- An accounting of all individuals at a designated assembly point to determine who, if anyone, is missing and potentially injured
- Determining a method for notifying families of individuals affected by the active shooter, including notification of any casualties
- Assessing the psychological state of individuals at the scene, and referring them to health care specialists accordingly
- Identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter

LESSONS LEARNED

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

- Serving as documentation for response activities
- Identifying successes and failures that occurred during the event
- Providing an analysis of the effectiveness of the existing EAP
- Describing and defining a plan for making improvements to the EAP

References

- Safety Guidelines for Armed Subjects, Active Shooter Situations, Indiana University Police Department, April 2007.
- Safety Tips & Guidelines Regarding Potential "Active Shooter" Incidents Occurring on Campus, University of California Police.
- Shots Fired, When Lightning Strikes (DVD), Center for Personal Protection and Safety, 2007.
- Workplace Violence Desl. Reference, Security Management Group International, www.SMGICorp.com
- How to Plan for Workplace Emergencies and Evacuations, U.S. Department of Labor, Occupational Health and Safety Administration, OSHA 3088, 2001.



U.S. Department of Homeland Security

Washington, DC 20528

cfsteam@hq.dhs.gov

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





Westchester County - **Situation Manual**

Tabletop Exercise

ACTIVE SHOOTER

September 14 & 16, 2016

Westchester
gov.com

Robert P. Astorino, County Executive
John M. Cullen, Commissioner
Department of Emergency Services



CDR

Coordinated Disaster Response
Westchester County, New York

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EXERCISE OVERVIEW

Exercise Name	Active Shooter Tabletop Exercise 2016
Exercise Dates	September 14 & 16, 2016; 8:30am – 2:00pm
Scope	This exercise is a Tabletop Exercise planned for 5 hours at the Westchester County Center. The TTX includes a plenary session with a lead facilitator and facilitated break-out table discussions and report backs. Table facilitators will guide participant discussion, fostering collaborative and active participation by local municipalities, county departments and agencies, and non-governmental partners.
Mission Area(s)	Prevention, Protection, Mitigation, Response, and Recovery
Core Capabilities	Situational Assessment, Operational Coordination, Operational Communications, Public Information and Warning, Intelligence and Information sharing, Fatality Management Services, Health and Social Services
Objectives	<ul style="list-style-type: none"> • Discuss multi-agency, multi-jurisdictional, and public-private sector communications and operational coordination structures and processes in the context of an Active Shooter event to facilitate integrated and collaborative response. • Discuss key public messaging requirements and processes, to include warning, public information, interaction with media personnel, and monitoring and managing social media to facilitate coordinated messaging. • Examine government and partner organization capacity to manage the response to and short-term recovery from an Active Shooter event to include: <ul style="list-style-type: none"> ○ Disability Access and Functional Needs ○ Family Assistance • Identify gaps and challenges regarding response and recovery, including but not limited to planning, training and available response resources.
Threat or Hazard	Active Shooter(s) attack shoppers in the parking lots of two strip malls in neighboring jurisdictions

Scenario	A man brandishing a weapon in the parking lot of a fictitious strip mall begins shooting at shoppers. Fifteen minutes later, another shooter opens fire on patrons of a strip mall located in the neighboring town. Numerous citizens are either killed or injured. Participant response will be to the primary incident that takes place in their jurisdiction but working in consideration of the collateral effects of a second incident “somewhere else” in the county.
Sponsor	Westchester County – Office of the County Executive and the Departments of Emergency Services and Public Safety.
Participating Organizations	Participants include Municipal chief elected officials along with participants from essential local City, Town and Village Municipal services, Westchester County government agencies, and non-governmental organizations. See Appendix B for the complete list of exercise participants.
Point of Contact	Jennifer M. Wacha Deputy Commissioner Westchester County Department of Emergency Services 4 Dana Road, Valhalla, NY 10595 (914) 231-1686, jmw3@westchestergov.com http://emergencyservices.westchestergov.com

GENERAL INFORMATION

Exercise Objectives and Core Capabilities

The objectives depicted in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Exercise Planning Team.

Table 1. Exercise Objectives and Associated Core Capabilities

Exercise Objective	Core Capability
Discuss multi-agency, multi-jurisdictional, and public-private sector communications and operational coordination structures and processes in the context of an Active Shooter event to facilitate integrated and collaborative response.	Situational Assessment, Operational Coordination, Operational Communications, Intelligence and Information Sharing
Discuss key public messaging requirements and processes, to include warning, public information, interaction with media personnel, and monitoring and managing social media to facilitate coordinated messaging.	Public Information and Warning
Examine government and partner organization capacity to manage the response to and short-term recovery from an Active Shooter event to include: <ul style="list-style-type: none"> ○ Disability Access and Functional Needs ○ Family Assistance 	Fatality Management Services, Health and Social Services
Identify gaps and challenges regarding response and recovery, including but not limited to planning, training and available response resources.	Operational Coordination, Operational Communications, Intelligence and Information Sharing, Public Information and Warning, Fatality Management Services, Health and Social Services

Core capabilities are distinct critical elements identified by the National Preparedness Goal necessary to achieve specific mission area(s). Table 2 details the core capability and mission areas that apply to the Active Shooter Tabletop Exercise.

Table 2. Core Capabilities and Mission Areas

Core Capability	Mission Area
Situational Assessment: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.	Response
Operational Coordination: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.	Prevention, Protection, Mitigation, Response, Recovery
Operational Communications: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.	Response
Public Information and Warning: Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available. (Response)	Prevention, Protection, Mitigation, Response, Recovery
Intelligence and Information Sharing: Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.	Prevention, Protection
Fatality Management Services: Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.	Response
Health and Social Services: Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.	Recovery

Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Observers.** Observers do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **Facilitators.** Facilitators provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
- **Evaluators.** Evaluators are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

Exercise Structure

The TTX is comprised of two (2) individual modules of play, each comprised of a scenario overview, participant break-out sessions, and facilitated discussion of key issues.

- Module I discussion will be preceded by a short primer on Active Shooter response considerations/capabilities to establish a baseline of knowledge among all TTX participants. Module I is organized in two parts—Module 1(A) provides the initiating event and will focus on immediate notification, activation, and incident response. Module 1(B) will focus on the first operational period of the response, including sustained incident management activities, resource coordination, and public information and communications.
- A video will kick off the introduction of Module 2 that will focus on short- and longer term recovery issues resulting from the incident including providing family support and mental health services, economic recovery of impacted businesses and communicating with an emotionally stressed community.

Upon culmination of TTX play, participants will engage in a facilitated hotwash of the day's event, focusing on key take-aways and priority after action items.

Please refer to Appendix A for the TTX Agenda.

Exercise Guidelines

- This exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected.

- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
- Decisions are not precedent setting and may not reflect your organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommended actions that could improve prevention/protection/mitigation/response/recovery efforts. Problem-solving efforts should be the focus.

Exercise Considerations, Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation. During this exercise, the following apply:

- Provide an effective learning opportunity for participants, which may include operational and strategic leaders and need to balance questions accordingly to facilitate engagement
- Exercise focus is on growing capability, not on testing or creating a "gotcha" situation
- Examine policies, processes, procedures and training in place and identify that which may still be needed/desired
- Participants will have a range of experience and capabilities
- Include a tutorial component that provides a baseline and facilitates a common understanding
- Participants will develop an enhanced understanding of the role of the Chief Elected/Appointed Officials
- Exercise will likely highlight other local issues/concerns/sensitivities
- Expect family support and general community and economic recovery to be critical issues for discussion

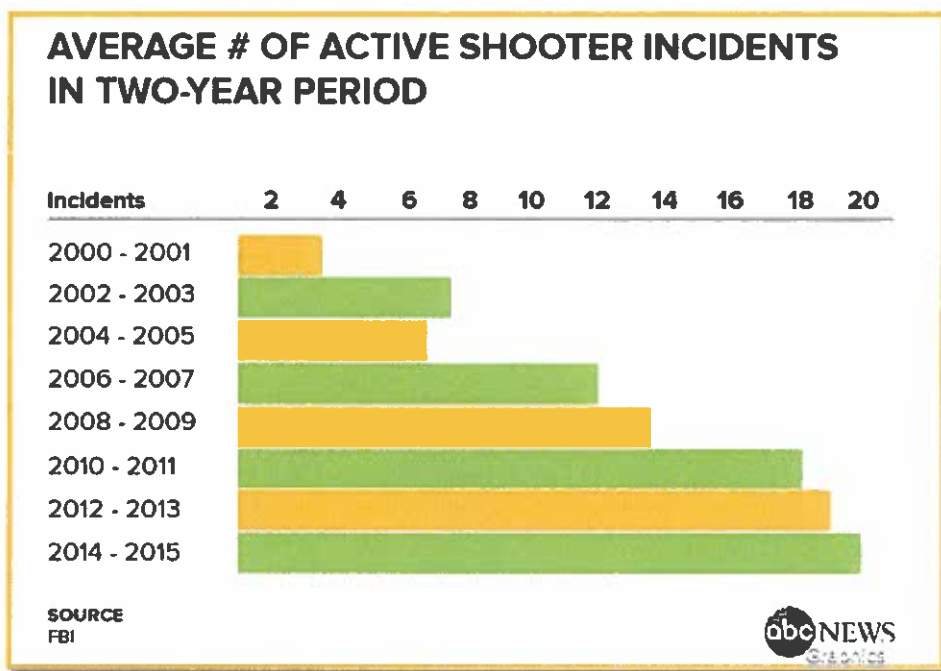
Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned capabilities, capability targets, and critical tasks, which are documented in Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete participant feedback forms. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and compile the After-Action Report (AAR).

ACTIVE SHOOTER RESPONSE OVERVIEW

Active Shooter incidents continue to rise

Mass killing: three or more people as defined by Investigative Assistance for Violent Crimes Act of 2012.



Source: ABC News, retrieved from <http://abcnews.go.com/US/active-shooter-incidents-continue-rise-fbi-data-shows/story?id=39876178>

Active Shooters are driven by a variety of motivations

- International terrorist operations
- Operations inspired by international terrorist ideologies and radicalization
- Domestic extremism
- Emotionally charged individuals

Observations from recent experiences

- Weapons and tactics used can be relatively simplistic and difficult to counter initially.
- Standard response protocol typically involves “non-LE responders staging in a secure location until police mitigate threat and secure area.”

- Responders often utilize different radio systems, communications procedures, and communications centers.
- Police will aggressively engage/neutralize threat & secure perimeter.
- Media/social media and public info play a key role.
- First responder, victim, and affected community support are important issues (access to mental health services, victim assistance services, etc.)

Active Shooter response initial trauma care considerations

Orlando Pulse nightclub shooting (Kevin Hazzard, author)

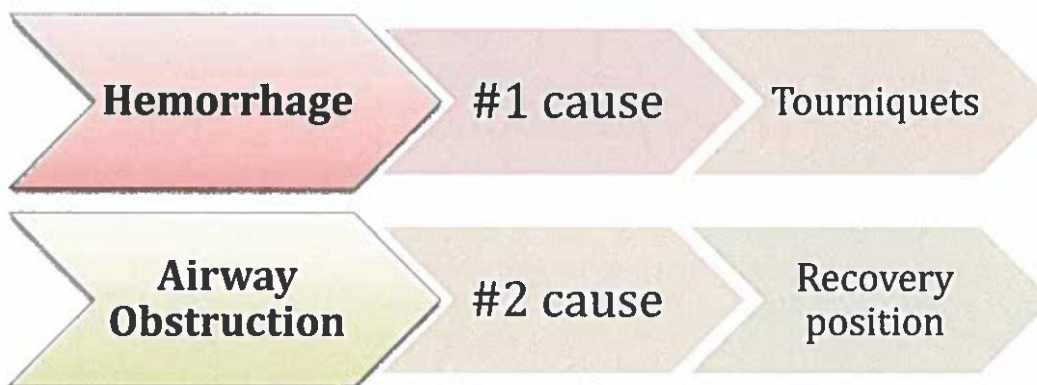
...medics on the scene were kept more than 100 yards from the club, outside what's known as the "hot zone." Many of the injured were transported to hospitals in pickup trucks.

The same was true during the Columbine school shooting in Littleton, CO, in 1999, when crews waited outside nearly an hour for a SWAT team as a teacher lay dying. Medics were also kept from entering the Aurora, CO, movie theater where 12 people were killed in 2012 during a showing of "The Dark Knight Rises." Police took many of the victims to hospitals in their squad cars.

After these tragedies, grieving friends and family have pressed officials for answers — why were the lifesavers kept from the victims?

Source: The Washington Post, retrieved from
https://www.washingtonpost.com/posteverything/wp/2016/08/26/paramedics-are-taught-not-to-risk-their-lives-after-mass-shootings-they-should/?utm_term=.093836758c5c

Potentially survivable deaths



Formula for improving survivability



Best practices from recent experiences

- Proactive joint policies, training, exercises & equipment;
- Pre-event coordination & integration of law enforcement, fire and EMS;
- Common first responder operating language;
- Integrated/coordinated command & incident management;
- Rescue Task Force/Tactical Emergency Casualty Care;
- Accounting for Casualty Collection Points;
- Guidelines & training for protective, medical & rescue equipment; and
- Timely, two-way public communication.

Local preparedness considerations...

- What resources do you have locally and what mutual aid might you require?
- What degree of integration and coordination exists amongst first responder agencies in your community?
- What are local responders trained to do? What are they equipped to do?
- Are you able/willing to enhance or expand your capabilities?
- What policies, procedures, training and exercises are required to implement these enhanced capabilities?

Exercise Binder Resources

- Westchester County - Active Shooter/Hostile Incident Command Worksheet
- Westchester County Family Assistance Center (FAC) Guide (County & Local Guidance document)
- Planning & Response to an Active Shooter (U.S. DHS Interagency Security Committee)

MODULE I (A): SHOOTING AND IMMEDIATE RESPONSE

Background



It is a clear, mid-Sept morning with a temperature of 72 degrees and 15% humidity. As the AM rush hour dies down, retirees, off duty workers, stay-at-home parents and others begin running their daily errands to local shops and offices. Many are located in area strip malls, generally opening between the hours of 9-10 a.m.

"ABC" Strip Mall (10:00 AM)



Shoppers hurry from the parking lot of the "ABC" Strip Mall in your jurisdiction to get a jump on their morning errands. Without warning, an individual with a semiautomatic rifle appears in the parking lot. After shouting "Good Morning, Shoppers," he immediately opens fire on the horrified patrons. People run screaming for their lives, attempting to take shelter inside open stores or behind pillars and trash cans, or run towards the parked cars in an attempt to escape.



Many individuals are left exposed, as some mistakenly run toward stores that are not yet open and are unable to open the doors. The gunman does not discriminate as he shoots, apparently aiming for as many individuals as possible. He succeeds in wounding and killing a number of victims; the initial total number of victims is unknown.

"ABC" Strip Mall (10:05 AM)



The gunman continues his shooting spree as he follows a number of individuals into a coffee shop and then a drugstore located on the corner of the mall. The 911 centers receive an overwhelming amount of calls from panicked citizens. The incident is trending on twitter and Facebook within minutes. Local media have issued an initial breaking news announcement urging citizens to avoid the area.

Strip Mall in Neighboring Jurisdiction (10:14 AM)



Less than fifteen minutes into the "ABC" Strip Mall event, 911 services are alerted that shots have been fired by a young male with a pistol at a second strip mall in a neighboring jurisdiction. At least 8 people are reported to have been shot at that location; the extent of their injuries is unknown.



While the gunman at the "ABC" Strip Mall remains barricaded in the Drugstore, presumably with hostages and potential gunshot victims, the second gunman in the neighboring jurisdiction is reported to be quickly neutralized by two off-duty policemen who happened to be in the area at the time.



As police respond to the incident and take the second shooter into custody, EMS personnel attend to the victims and the wounded. The gunman in your neighboring jurisdiction managed to kill 5 patrons. Ten wounded victims (3 with non-life-threatening gunshot wounds) are transported to the hospital with a variety of injuries.

MODULE I (A) DISCUSSION QUESTIONS

- What training do responding agencies and area leaders receive regarding active shooter threats?
- What would the initial Incident Command Structure (ICS) look like? How quickly would it come together? Who would have the lead?
- How would the Incident Command coordinate with communication centers?
- What assumptions would be made regarding the “ABC” strip mall shooter? Would this be initially handled as an isolated incident? What information sharing within the municipality and between municipalities would be going on at this time?
- What key decisions would need to be made at this point?

- What is the role of Fire and EMS at this stage of the incident?
- What concerns or issues do other partner organizations have at this point?
- Should evacuation or shelter-in-place procedures be considered and/or implemented in the immediate area of the shooting? Facilities outside this immediate area?
- How would this guidance be formulated, and how would it be communicated to area businesses, schools, and residents?
- How would this guidance be provided to individuals with Access/Functional disabilities?

- Beyond the first responder community, which municipal/county officials and agencies would be notified that this incident has occurred? How would they be notified?
- When and through what process would the municipal/county leadership be convened?
- [*Optional:* At 10:30 a.m., the local hospital in your jurisdiction reports that a bomb threat has been received. The hospital goes into lockdown over reports that a suspicious individual has been observed milling around outside.] How might a situation like this impact ongoing response operations? If hospital in the group, how would this impact hospital operations and support of the on-going incident?

MODULE I (B): SUSTAINED RESPONSE

"ABC" Strip Mall (10:45 AM)



Police are positioned in force at the "ABC" Strip Mall. Negotiators are attempting to convince the gunman in the drugstore to turn himself in. SWAT team personnel have rescued employees and patrons hiding in the other stores in the strip mall and have ushered them to a safe area outside the incident response perimeter.



First responders attend to wounded individuals who managed to flee the scene. The scene is still active and dangerous, and there are a number of victims lying close to the drugstore that cannot be immediately assisted.

Absolute numbers are difficult to gauge, but there appear to be at least 7 fatalities and more than 15 people injured. Nearby residents have been advised to shelter in place; local schools are in lockdown.



Comments made by the man apprehended in the neighboring jurisdiction shooting have led police to believe there may be a connection between the two individuals. Police are dispatched to the residence of the gunman from your jurisdiction, located less than 3 miles from the "ABC" Strip Mall, and find a cache of explosives in the gunman's garage.

"ABC" Strip Mall (11:20AM)



The gunman at the "ABC" strip mall suddenly decides to release the hostages from the drugstore, and, without warning, takes his own life. As gun shots are heard from inside the store, the released hostages, (two with minor injuries) run toward the police. As SWAT team personnel enter the drugstore, they discover 4 fatalities in addition to the gunman.



EMS personnel attend to the victims outside where there are 3 additional fatalities and 3 people with minor injuries who "played" dead while the shooting was taking place.

911 and local hospitals are barraged with calls from people looking for loved ones and wanting to know where the injured and deceased are being transported.

Municipal and County offices are overwhelmed with calls from constituents wanting to know what happened, what is being done about the situation, and if they are safe.

Media have arrived on-scene and are reporting live from both locations. National news outlets are also reporting on the story. Reporters attempt to

interview individuals who were in the area(s) at the time of the shooting. Media sources fuel speculation regarding a potential link between the shootings in both locations, as well as the possibility of additional shooters at other locations throughout the county.



Social media sites are flooded with an increasing volume of information regarding both incidents.

MODULE I (B) DISCUSSION QUESTIONS

- How is situational awareness established, coordinated, and maintained?

- How should the ICS structure be expanded at this point in the scenario and who should be included? Would an EOC be activated?

- What policies and procedures do you have in place for:
 - Interagency and cross-jurisdictional coordination and communication?

 - Establishing initial crime scene protection priorities?

 - Intelligence and information sharing and coordination? Which organizations are involved?

- Providing medical care for the wounded and extricating and transporting victims to area hospitals? What about victims who have access or functional disabilities?
- Casualty extraction operations that ensure the victims' dignity, privacy and protection from onlookers?
- Is local 911 prepared to handle the volume of calls experienced? Is there a 911 back-up or supplemental capability?
- What concerns or issues do other partner organizations have at this point?

- What is the process for handling the media and developing and disseminating public messaging and guidance for affected area businesses, residents, and visitors?
 - Who has the lead? What is the process to use social media, press conferences and other methods for communication?
 - How would the local and county elected/appointed officials be involved?
 - Would a Joint Information Center (JIC) be considered and activated?
 - Do you have a social media monitoring capability?
 - Would, and if so, how would the affected municipality and the County coordinate social media messaging?

FAMILY ASSISTANCE CENTER GUIDE OVERVIEW

Why Develop a FAC Guide?

- The potential exists for an incident in our County that results in mass fatalities and/or mass casualties.
- We need to be prepared to deliver services to those impacted, their friends and family as part of a comprehensive incident response and recovery.
- After-Action discussions with County Departments and other stakeholders following the Metro-North Railroad incident in February 2015.

Introduction to the FAC Guide

- This document is intended to serve as a guide for local and county agencies, to assist in assessing the need for activation and coordination of a Family Assistance Center in support of survivors, family and friends.
- The Guide is intended to support the Westchester County Mass Fatality Plan and the Westchester County Airport Emergency Response Plan.
- The Guide was developed through a review of current practices, input from FAC partner agencies and an aggregate of industry guidance.

Purpose of the FAC

- Provide a private place for families to grieve;
- Protect families from the media and curiosity seekers;
- Facilitate information exchange between the County Medical Examiner and families so that families are kept informed and the Medical Examiner can obtain information needed to assist in identifying the victims;
- Facilitate information exchange between law enforcement, the Incident Commander/Local Municipal Chief Elected Official (CEO), and affected families and friends;
- Address family needs (responding quickly and accurately to questions, concerns, and needs – psychological, spiritual, medical, and logistical);
- Support death notifications, the processing of death certificates and the release of human remains for final disposition, as may be required.

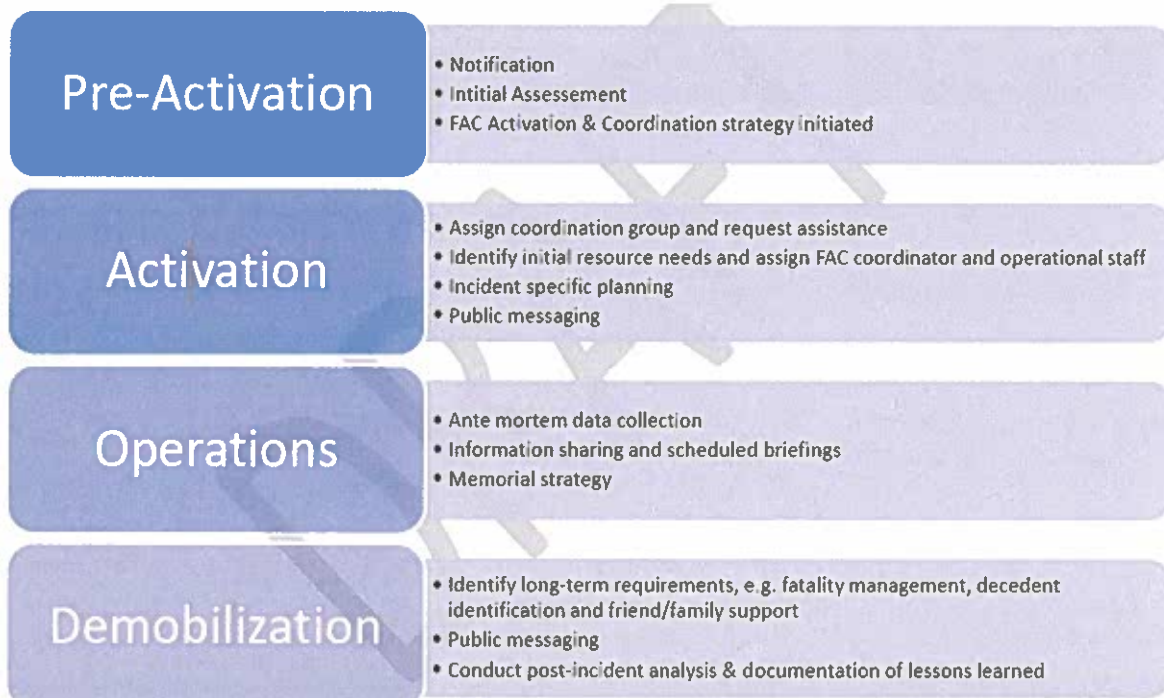
Who makes the call?

- Only a single FAC should be established. Coordinate decision-making to avoid duplication and conflict.
- The Chief Elected Official of the impacted municipality, the County Executive, or Designee.
- Make the decision at the executive level, as this will require multi-agency cooperation and resources.
- Consult with the Incident Commander and supporting agencies first to get their commitment.
- Host an inter-agency meeting and get started.

Site Selection

- Incident Location and Type
- Immediate and Long-Term availability
- Size and onsite accommodations
- Site Accessibility and Transportation
- Supporting agency needs

FAC Activation Work Flow



Key Players at the FAC

- Reps. for the IC and Chief Elected Official
- Primary law enforcement agency
- Hospital Liaison / County Health Dept.
- Rep. from the affected carrier or facility
- County Medical Examiner's Office
- County Dept. of Emergency Services and Local EM
- County Dept. of Community Mental Health
- American Red Cross
- Representative of the Public Information Officer
- Spiritual Support

Key Lessons Learned from MNRR Incident FAC (Feb. 2015)

- Be prepared! The time to be figuring this out isn't at the time of the emergency.
- The family, friends and survivors you encounter will remember how they were treated, so we need to ensure we do everything possible to get it right.
- Use what you have. This applies to site selection, staffing, etc. It needs to be coordinated, not complicated.
- Meetings with families of the deceased or missing will be one of the hardest things you may ever do. Don't go it alone and leverage the resources available.

For more information about the FAC Guide, please contact the Westchester County Office of Emergency Management.

MODULE II: RECOVERY

Media Reports (1:00 PM)

The media reports that a total of 14 individuals were killed and 20 more were injured during the shooting at the "ABC" Strip Mall.



The media continue to speculate about possible linkages between the two suspected shooters and possible follow-on attacks, fueling a frenzy of social media commentary. The shootings are also being reported by the national media, and it is anticipated that they will be featured on various national evening news shows including interviews with survivors on scene.



The shooting in the neighboring town resulted in 5 fatalities and 10 injured and currently hospitalized.

Both locations remain active crime scenes as police conduct their investigations, including interrogation of the suspect currently in police custody (other incident scene). Evidence collection and cleanup at both strip malls is expected to last several days. A definitive timeframe for reopening the businesses in the affected strip malls cannot be provided.



Distraught families desperately seek information on loved ones who may have been in the area(s) at the time of the shootings. 911 services are overwhelmed and social media traffic about the shootings has gone viral.

Press Conference (2:00 PM)



A press conference is scheduled for 2:00 p.m. There are a number of local and national news media—including reporters from ABC, CBS, NBC, CNN, Fox, and MSNBC—that plan to air the briefing live to a national audience.

Local businesses request information about the shooting and potential follow-on attacks and the specific steps they should be taking at this time.

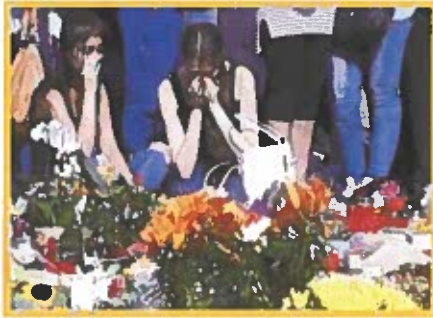
Radicalized Suspects (4:00 PM)

Police report that the suspects are brothers and they reside at the same address in the community. Suspect 1- 23 years old and was recently terminated from his place of employment in the “ABC” Strip Mall for assaulting his immediate supervisor.

Suspect 2- 19 years old and attending local college. Facebook posts reveal that both men had become consumed with ISIS over the past year. The investigation reveals that both individuals became radicalized through the internet and answered the call of ISIS to “stay home and kill anybody, anyhow, anywhere.” The weapons used in the attacks were both reported stolen from different addresses in the Bronx.



Local and County law enforcement agencies and call centers continue to receive a large volume of calls regarding the incident, including a significant number of “missing persons” calls in some way connected to or perceived to be connected to the day’s shootings.



Vigils are planned by local communities at both locations at sundown; makeshift memorials honoring the victims have begun forming near the edge of the police perimeter.

By evening, hundreds of families and children have arrived to place cards, flowers, and stuffed animals near the crime scene.

MODULE II DISCUSSION QUESTIONS

- What information would be included in the initial press briefing?
Who participates?
- What are the coordination requirements of the incident at this point in the scenario?
- Between the ICS and Municipal and County officials?
- Between the County and State and Federal agencies? Which State or Federal Agencies are expected to be involved in this type of incident?
- Resource augmentation beyond local capabilities? How will it be sourced?

- What are the law enforcement priorities and requirements for the incident investigation, including surveillance camera data?
- How will crime scene protection imperatives be addressed?
- How will guidance be formulated regarding community status for the next day, and how will this guidance decision be communicated to businesses, area residents, schools, etc.?
- What is the process for patient tracking as victims are transported to the hospital? Is there a process in place for checking known patients/fatalities against missing person's reports?
- Who notifies the families of the injured and deceased? How would this occur?

- What are the considerations and criteria for opening a Family Assistance Center (FAC) in response to the shootings?
- When deciding on the location of an FAC what considerations must be taken into account to ensure disability access and functional needs are appropriately met?
- How would the FAC be staffed?
- What information would be provided to families of those killed, injured or missing?
- Are there processes in place to provide ongoing government employee outreach, behavioral health/critical incident stress management support, and risk management to first responders? Are these services available to members of the general public connected to the incident?

- What impact would the shootings have elsewhere in the County?
- How would members of the general public be reassured that the County remains a safe place to live in and conduct business in the future?
- Would this incident lead to a “new normal” regarding the County's emergency preparedness and security posture?

APPENDIX A. Exercise Schedule

Time	Activity
September 14 & 16, 2016	
0800	Registration and Breakfast
0830	Welcome, Remarks and Introductions; Exercise Background and Ground Rules; Active Shooter Response Overview and U.S. DHS Video
0900-1000	Module 1A: Briefing, Breakout Groups Discussion
1000-1130	Module 1B: Briefing, Breakout Groups Discussion, and Report-Back
1130-1145	Break
1145-1330	County FAC Guideline Overview Video Introduction Module 2 Breakout Groups Discussion and Report Outs
1330-1400	ENDEX, Hot Wash, Closing Comments
1400	Exercise Planning and Conduct Team Debrief

APPENDIX B. Exercise Participants

Participating Organizations
Local Municipalities
Law Enforcement Agencies
Fire Service Agencies
Emergency Medical Service Agencies
Westchester County Departments
County Executive's Office
Community Mental Health
Emergency Services
Health
Labs & Research, Medical Examiner's Office
Law
Parks, Recreation & Conservation
Public Safety
Social Services
Office for People with Disabilities
Hospitals
Private Sector
Westchester Business Council
Westchester County Association
Others
American Red Cross, Greater New York
United Way 211 Hudson Valley Region
ARC of Westchester
Westchester Disabled on the Move, Inc.
Westchester Jewish Community Services
Westchester Independent Living Center

APPENDIX C. Acronyms

Acronym	Term
AAR	After-Action Report
CEOs	Chief Elected/Executive Official
D/AFN	Disabilities Access and functional needs
DES	Department of Emergency Services
DHS	US Department of Homeland Security
EEGs	Exercise Evaluation Guide
EMS	Emergency Medical Services
ENDEX	End of exercise conduct
FAC	Family Assistance Center
HSEEP	Homeland Security Exercise and Evaluation Program
SitMan	Situation Manual
SME	Subject Matter Expert
TTX	Tabletop Exercise