



ACTIVE SHOOTER / HOSTILE EVENT DEVELOPMENT GUIDE AND TEMPLATE

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NEW JERSEY OFFICE OF HOMELAND SECURITY AND PREPAREDNESS



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Security and emergency preparedness at work, at home and in the community is everyone's responsibility. Response efforts require a coordinated approach that can best be achieved through prevention, protection, response and recovery efforts. Preparedness plans require a coordinated effort among management, workers and local emergency first responders. This guide offers assistance in determining the information needed for the development of a facility Active Shooter Emergency Action Plan. This should be part of a larger facility Continuity of Operations Plan.

Active Shooter / Hostile Event Emergency Action Plan (EAP) Development Guide

1.0 Facility Location and Contact Information

Name of Business or Agency:

Insert the name(s) of the building or business.

Address of Building:

Give a complete street address. Do not use a Post Office Box number. Include any necessary information to assist emergency responders, if for example, the actual address will not be found through GPS maps.

County:

Select the county in which the facility is located from the drop-down menu.

Main Phone:

Insert the main phone number.

Alternate Phone:

Insert a secondary phone number for the facility.

Fax:

Insert if applicable.

Website:

Insert the business website. Example: www.Mikestires.com

1.1 Facility Overview

Brief Description:

Provide the name of the agency or businesses and building description to assist emergency responders in locating the building. If there are multiple businesses, provide the location within the building, i.e. second story, internal entrance east wing.

Building Type:

Choose one from the drop-down menu.

Building Use:

Choose one from the drop-down menu.

Number of Employees:

Insert the total number of employees at this business.

*Make note if you have individuals with disabilities on site.

Total Number of Building Occupants:

Insert the total number of people working in the facility. This would include the people working in other businesses if it is a multi-business building, such as an office building, a mall or a building with retail or offices on the ground floor and apartments on the second story.

Primary Building Construction:

Choose from the drop-down menu. Select one that makes up the majority of the construction.

Number of Floors:

Insert the total number of floors and write in if there is also a basement.

Number of Elevators:

Insert the number and location of elevators if there are any. Write in N/A if there are none. What is the location of the elevators? Can the elevators be deactivated in an active shooter event? Who has the responsibility to execute this action?

*If you want to keep this information with only a few security people, then do not write it in this plan, but advise the people with the need to know of this responsibility.

Location of Stairwells:

Insert the location of stairwells. These will be the alternate routes to escape if the elevator is deactivated. Some workers may not know the location of the stairwells.

Number of Entrances/Exits:

Write in the location of entrance and exit doors. Some of the "exit only" doors may be fire doors.

Do not forget to include garage entrances, basement doors, and attached or detached parking garages.

Describe if they are exclusively an entrance or exit door.

Blueprints/Floor Plans/Aerial Photos Available:

Is there a floor plan available for law enforcement when they arrive? You could put it in an emergency bag for law enforcement or provide it to them in advance. Some law enforcement agencies have the capability to put it on their in-car computers or mobile data terminals.

Emergency Action Plan Last Updated:

Tap on the box and fill in the date of the last time the EAP was updated.

1.2 Facility Details

Building Security:

Choose from the drop-down menu for guard information.

Number of Armed Security Guards:

Type in the number of armed guards. If none, type in N/A. Describe if they are stationary or roving.

Number of Unarmed Security Guards:

Type in the number of unarmed security guards and describe if they are stationary or roving.

- Provide the number of armed guards that are on duty at any time.
- Provide the number of unarmed guards and their locations.
- Give contact information, including information if they carry walkie-talkies (type, communication channel).

Location of Safe Rooms:

Provide the location of established safe rooms. Safe rooms could be offices or rooms without windows that have the capability to be locked. Do the safe rooms offer ballistic protection? Do they have outside communication capabilities? Some facilities are building safe rooms that are accessible to employees during active shooter incidents.

Physical Security Barriers:

Choose the exterior barriers from the drop-down box.

Hazardous Materials:

List types of hazardous materials on site, including natural gas, propane, diesel fuel, etc., and their location on the premises.

Names of Access Streets and Cross Roads:

Provide the names of cross streets, access roads, and roads that border or end at the facility property. Do not forget to include those that are in the back of the property.

Location of Secure (Knox) Box and Content Description:

A Knox Box is a secure, lockable box that can hold keys, access cards, or other information for law enforcement or fire departments to access the facility. Are law enforcement responders able to access the building with keys, access cards, etc.? Describe where the boxes are, what they contain that's relevant for first responders' purposes and how first responders may gain access to these boxes.

Describe the Closed Circuit Television (CCTV) System:

Fill in the following information:

Are there CCTVs to which law enforcement would have external access? Are they manned by security personnel? What areas do they cover, i.e., internal and/or external? Do the cameras have the ability to pan an area? Where are they located?

2.0 EMERGENCY CONTACT INFORMATION

This section is for contacts of the facility or agency personnel who will have a leadership role in an active shooter event, such as the CEO, facility manager, facility security officer or public affairs officer. List them in descending order of their position within the facility.

3.0 EMERGENCY ACTIONS

3.1 Describe the primary Mass Notification Procedure. In addition to alerting the proper authorities, it is equally important to communicate to all staff and guests that an emergency is occurring. The exact method of communication will vary based upon the size and design of the facility and the type of emergency. Make sure all personnel understand the terms used in an emergency message, so that they can comprehend the difference between terms such as hiding and a lockdown.

Is the initial notification a panic button activation? Panic buttons can be linked to send a message directly to police departments for a quicker response. Panic buttons can be linked to other parts of a facility to provide quick notice of an emergency.

Is it an intercom notification? If so, how is it activated and what message is being sent? Is the communication method simply shouting to coworkers?

What are the procedures for the guards in an active shooter situation? Describe some basic responsibilities of the guards.

3.2 Describe the method of notification to alert law enforcement.

Describe the secondary method of notification to employees, which could be via text messaging or an email through a cell phone application. This would also be a contact for those who did not get the initial notification due to being outside, possibly in a part of the building where there are no communication capabilities.

3.3 RUN – Evacuate

Whatever you do, do not freeze. If you are at a distance where you can run away from the shooter in a reasonable amount of time, start running in the opposite

direction, preferably in a zigzag pattern since a moving target is more challenging to hit, no matter how good a shot the shooter is.

If you have time, grab a fire extinguisher to leave a path of smoke behind you to make it harder for the shooter to see you, as a way of covering your tracks. Evacuate regardless of whether others agree to follow. Have an escape route and a plan in mind to get to identified assembly locations. Avoid using elevators or escalators.

Go to one of the assembly areas or rally points established for personnel to respond to if they run and evacuate the building.

Leave your belongings behind. Help others escape if possible. Prevent individuals from entering an area where the active shooter may be.

3.4 HIDE (or Lockdown in Place)

It should only take a few seconds to determine if your best course of action should be to run or to hide. If the shooter is rapidly approaching the room you are in, then you should prepare to hide as soon as possible. If you have more time, but not enough time to run, then you should immediately secure doors by locking or barricading them with furniture or heavy objects.

Turn off lights and any source of noise, including your cellphone ringer and vibrate mode. Stay out of sight and away from windows. Remain completely still and quiet. If multiple people are in the room, you should delegate tasks. One person or group of people should lock and barricade the door. One person or group of people should call 9-1-1, and one person or group of people should grab all the weapons they can find. Wait for responding law enforcement to advise you when it is safe to come out.

3.5 FIGHT

Attacking the shooter should be your last resort. You should not jump out of your hiding place and attack the shooter if they're approaching. You should only attack if you are so close, you cannot run, or exposed and sure that you will be shot if you do nothing. This is a fight for your life!

If the shooter is approaching, the doorway of the room you are in will be a choke point that they have to move through and a good place from which to attack. This is where you want to engage the shooter, because it will be easier knowing that they have to come through that door looking for targets.

If there are multiple people in the room and the shooter can see all of you, then everyone should attack at once, hurting the shooter, throwing objects and doing everything possible to incapacitate the shooter. You may not want to fight the

shooter if you see that someone else is doing it, but strength in numbers will make it more likely that you will survive.

Attack the shooter's face, eyes, shoulders, neck, or arms, so that the shooter is more likely to let go of the weapon. You should stab the shooter in the neck, gouge out their eyes, or stab them in the arm...even a sharp ballpoint pen or pencil could be a good weapon for gouging out the shooter's eyes. If you cannot go for their face or weapon, kick them in the crotch. This will be an effective way to slow them and to cause a large amount of pain. Be aware of possible second weapons, such as a knife, even if the attacker is severely injured. You must do anything you can to rid the shooter of their weapon or to hurt them so they can be disarmed or neutralized.

4.0 STAGING AREAS

- 4.1** Staging areas are necessary to maintain a controlled operational response. They help with controlling the ingress of first responders and with the controlled distribution of resources to provide an integrated and effective response. Staging areas should be established early in the incident to prevent a bottleneck of traffic from developing at the scene, which could prevent necessary resources from getting to where they are needed. Look to establish primary and secondary staging areas in case the primary is not available.
- 4.2** Once the command post is established, security controls should be in place. Work with law enforcement when establishing staging areas for first responders so that they will have them in their response plan as well. Establishing staging areas away from the scene, in advance, will allow law enforcement to send a communication liaison and officers there to maintain security at the location and control the area.
- 4.3** Establish an area where support services, such as the gas company, electrical company, or volunteer agencies, can stage.

5.0 COMMUNICATIONS/MEDIA MESSAGING

Establish an area for the media away from the immediate scene and other staging areas. A public information officer (PIO) should be assigned there to communicate with the joint information center (JIC) to ensure accurate information is being distributed and to help keep misinformation from spreading on social media and from going out through mainstream media sources.

- 5.1** List the Public Information Officer's (PIO) responsibilities and contact information. Depending upon the type and severity of the emergency, there is a

very good possibility that a member of the media will contact your organization seeking information. When dealing with the media, it is important to have a single individual identified as the media contact person. Instruct all staff within your organization to direct any inquiries, from both the media and the public, to them. This individual should know what information is and is not acceptable to divulge and how to respond properly to sensitive questioning.

- 5.2** The public Information officer (PIO) is responsible for developing and releasing information about the incident to the news media, incident personnel, and other agencies and organizations, as appropriate. The PIO at the affected facility coordinates all external communications with the incident command through the head facility manager at the Joint Information Center (JIC). Once a JIC is established, a primary public affairs officer will be designated to coordinate all public information, including that from the facility PIO. This will most likely be the PIO of the lead law enforcement agency. Describe the funding source, if any will be available.
- 5.3** Build a successful communications/media plan by following the actions listed below:
- Establish relationships, in advance, with law enforcement, media sources, and government officials.
 - Prepare a checklist of necessary and appropriate information.
 - Avoid responding “no comment” to media inquiries.
 - Disseminate brief, accurate information to the press and through social media as soon as possible.

6.0 TRAFFIC MANAGEMENT PLAN

Contact your local law enforcement agency to discuss developing a traffic management plan.

7.0 FACILITY MANAGER’S RESPONSIBILITIES

Emergency Response Procedures

- Activate the emergency notification system when a situation occurs to ensure law enforcement receives notification for a quick response.
- Activate the secondary notification when safe to do so.
- Institute access control (e.g., keys, electronic swipe cards, security system pass codes).

- Distribute critical items to appropriate managers/employees, including: employee roster and emergency contact numbers, trauma kits (should include tourniquets, heavy gauze wrap, gauze containing a hemostatic agent, such as QuikClot, flashlights, and radios. Locate floor plans that are accessible by all employees and address individuals with special needs.
- Ensure emergency response policies and procedures are up to date.
- Ensure two evacuation routes are pre-planned.
- The local or regional mass fatality plan may call for the establishment of a Family Assistance Center by the Medical Examiner to help family members locate their loved ones and determine whether they are among the casualties and make identification. Reunification and the ability to provide information about family members will be some of the services this center provides. The center should be set up away from the media and should keep families of the victims separated from the family of the active shooter.
- Make sure there are provisions at the site for those with special needs. Ensure that individuals who come under the Americans with Disabilities Act have access to all available resources. This would include people with deafness, blindness, a developmentally disabled individual, partially or completely missing limbs or mobility impairments requiring the use of a wheelchair, autism, cancer, cerebral palsy, diabetes, epilepsy, Human Immunodeficiency Virus (HIV) infection, multiple sclerosis, muscular dystrophy, major depressive disorder, bipolar disorder, post-traumatic stress disorder, obsessive compulsive disorder, and schizophrenia, to name a few.

8.0 RECOVERY

- 8.1** Once the active shooter is no longer a threat and the wounded evacuated, human resources and/or management should conduct post-event assessments with law enforcement and first responders. Use staff rosters to identify individuals who were on location when the shooting occurred and those who were off site. Accounting for personnel at assembly points will help in determining if anyone is missing or possibly injured. EMS can account for any personnel who were taken to the hospital.
- 8.2** Establish a family response management team as soon as possible. Depending upon the situation, family members need to be provided information immediately on where to go to pick up their children or other family members.
- It will provide victim identification.

- Support a method to reunify victims with families. Determine the best way to notify families, including those of the wounded or deceased.
- Assess the behavioral health of individuals at the scene and get them help if necessary.

8.3 A good Emergency Action Plan will define an individual responsible for alerting family members, what emergencies require alerting families, what information is to be relayed, and will include up-to-date contact information for family members.

9.0 RECOMMENDED TRAINING

The business or agency should conduct a thorough review to identify the best training approach for their personnel. Consider training options for establishing awareness and providing appropriate responses to the threat of an active shooter. Training and participating in exercises are the best activities to help prepare personnel to react quickly and effectively. Continual awareness campaigns of the active shooter threat can ensure a much higher chance of personnel reacting quickly and surviving an actual situation.

- 9.1 Recognizing the sound of gunfire:
<http://www.activeresponsetraining.net/recognizing-the-sound-of-gunfire>
- 9.2 Understanding the communication system – review the facility policies and procedures
- 9.3 Recognizing and reporting workplace violence – review your internal policies and procedures on this subject
- 9.4 IS 907- “Active Shooter - What You Can Do”:
<https://training.fema.gov/is/courseoverview.aspx?code=IS-907>
- 9.5 Quick Clot online training: www.mastery.com/TrainingOnline/Courses
- 9.6 Incident Command Training (ICS): FEMA ICS 100 and ICS 200 training can be found at: <https://training.fema.gov/nims/>

10.0 EXERCISES

Preparing for an active shooter incident includes training facility occupants and on-site security staff on what to expect and how to react. Exercises should follow the training and be designed for the needs of the individual agency. Get assistance from your local

office of emergency management or law enforcement agency if you need assistance in developing an exercise.

All people normally involved in the mitigation of an active shooter incident should participate. Activities can graduate from discussion-based to operations-based exercises, including the response of first responders from multiple jurisdictions. These exercises could include testing the communications or alert system, evacuation procedures, responding to specific assembly areas and reacting to a law enforcement response. Design your exercises to test your written plan.

The New Jersey Office of Homeland Security and Preparedness can assist your organization in training your staff in active shooter response and in developing exercises by contacting the Training and Exercise Bureau at (609) 584-4000.