

Incident Response Guide

ACTIVE SHOOTER

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Office of EHS &
Risk Management**

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LAMAR UNIVERSITY

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Hazard Specific Annex - Active Shooter

I. Introduction

Effective response to an Active Shooter event requires effective planning and role reinforcement through training for personnel caught in the incident, as well as for leaders coordinating the response to the incident.

Personnel in the vicinity of an Active Shooter may need to evacuate or shelter in place depending upon circumstances unique to the incident.

Organization leadership coordinating the response to an Active Shooter incident needs to be able to provide effective direction, provide clear situation information to first responders, and disseminate information to the public.

II. Purpose

The Active Shooter Incident Response Guide (IRG) provides instructions and guidance to effectively address the Incident Command Structure (ICS) response to an Active Shooter incident.

The IRG was prepared by the Emergency Management Office to provide a clear and coordinated ICS response.

III. Preparedness

An Active Shooter is an individual(s) actively engaged in killing or attempting to kill people in a confined and populated place. In most cases, an Active Shooter uses a firearm with no clear pattern or method to their selection of victims. Active Shooter situations are unpredictable and evolve quickly. The immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Individuals must be prepared both mentally and physically to deal with an Active Shooter situation before law enforcement arrives.

IV. Command Structure/Response Organization

The initial response to the Active Shooter incident will be led by the Lamar University Police Department (LUPD) and likely include a Unified Command with other responding agencies. The location of this command structure will be decided upon at the time of the incident and near its location. LUPD will communicate with outside law enforcement agencies regarding response, meeting locations, crime scene details, and other needed resources. The on-scene IC will communicate with the University ICS through the Emergency Operations Center (EOC).

The EOC and Emergency Operations Team (EOT) will activate as soon as possible. Their function will be of support and assistance to the on-scene IC, as well as to make high-level decisions about class cancellations, university closure, and media management.

V. Pre-Incident Planning

Active Shooter incidents often begin and conclude quickly, allowing University leadership and University police little to no time to coordinate response procedures with employees. University readiness requires Leadership develop and exercise response plans that apply general preparedness and

response protocols. Training and exercising the plan allows the University to identify gaps, correct weaknesses, and validate the plan.

VI. ICS Incident Response Considerations

To notify students, faculty, staff, and visitors of the Active Shooter incident, Emergency Notification Messages need to be pre-scripted. This section includes information related to how messages will reach students, faculty, staff, and visitors and includes location and method of communicating warnings and messages.

- A. ConnectEd – A phone call, text message, and email will be sent as soon as possible to those in the database.
- B. LiveSafe – For those who have the app, a notification will be sent.
- C. LU Emergency website (lamar.edu/alerts) – This website will have updated information. Many of the other communication methods will refer to this site for additional information.
- D. LU Social Media – As allowed, information will be sent through these resources.
- E. Campus Announcements – Sent out as needed.
- F. Hallway Television Monitors – Could be the only platform visitors have to be warned.

VII. Activation, Staging, and Mobilization

A. Emergency Medical Support Staging

On-scene IC will coordinate with the EOC to select a secure location close to the Active Shooter incident location. The injured will be taken as soon as possible for medical treatment, triage, and transport. Selection of the staging area will be dependent on the location of the incident. Finance/Logistics Section Chief will assure dispatched EMT units know of the staging location.

B. Family Reunification Assistance

The EOC will determine an appropriate location for family reunification. This area will allow those involved in the incident a location to be reunited with family and friends. Considerations should be made for food services, mental health services, and easy public access. This area needs to be away from the media location. The Finance/Logistics Section Chief will assure the family reunification area is prepared for its purpose.

C. Crime Scene/Interview Staging

LUPD will select an area to conduct interviews for those close to, involved with, or have information regarding the Active Shooter Incident. The Planning/Assessment Section Chief and Operations Section Chief should coordinate with LUPD on building damage assessment and repairs.

D. Incident Recovery Considerations

1. Address Victims and Families

- a. Establish a hotline early on for family and friends to call who are looking for information.
- b. Publish information quickly to main LU website.
- c. Gather information related to victim identities, extent of injuries, and hospitals being utilized. Consider assigning a representative from Student Health to serve as Liaison between EOC and area hospitals.

- d. Secure additional mental health counselors as needed.
2. Address Students, Faculty, and Staff
 - a. Assign a Human Resources representative to ICS to initiate a back to work action plan.
 - b. Assign a Student Health Mental Health Counselor to ICS to develop a back to class plan.
 - c. IC works with EOT for University representation at funerals.
 3. Internal Communications
 - a. Continue to give updates after the Active Shooter incident has cleared.
 - b. Announce when to return to normal business operations.
 - c. Announce mental health service locations.
 - d. Any change of work locations for faculty and staff.
 4. External Communications
 - a. Identify designated official for responding to media inquiries.
 - b. Determine what information and details the University will provide to the media that will ease community concerns without causing panic or hindering the investigation.
 - c. Be prepared to provide updates for several days.
 5. Business Continuity
 - a. Implement business recovery/continuity plans – which business operations will remain open, which will close temporarily.
 - b. Make re-entry decisions after site is released by law enforcement.
 - c. Provide safety and security briefings as needed.
 - d. Take actions to ensure employees feel safe, which may include overtime to police officers to assure visibility for a period.
 - e. Determine how the University will continue to operate with limited business operations or with certain areas of the institution designated a crime scene.
 - f. Some business operations may need to be moved to temporary locations.

VIII. Post Active Shooter Incident Review/After Action Report (AAR) Process

An AAR should be conducted immediately following the Active Shooter incident and should involve representative from each participating agency/organization. The review should include major events, all lessons learned, and discussion of any new initiatives developed or identified during the incident.

The AAR should also include a discussion of all techniques, tactics, and procedures used during the Active Shooter incident to include what went right and what went wrong. The AAR should identify any issues and the consequences from the potential or actual outcomes of the issues.

Following the AAR meetings and discussions, the Deputy Incident Commander should develop an AAR/Improvement Plan (AAR/IP) that identifies areas needing improvement, actions required, timelines for implementing these improvements, and the persons responsible for the improvements.

The AAR/IP should be shared with all stakeholders and used to further define the plans and procedures related to Active Shooter incidents.

Immediate Response (0 – 10 minutes)

Section	Officer	Time	Action	Initials
Command	Incident Commander		Ensure notification of all students, faculty, staff, and visitors of the threat using mass notification, ConnectEd, Livesafe, radios, and phones, as appropriate.	
			Receive initial briefing from on-scene Incident Commander.	
			Notify the Executive Operations Team, brief it of the current situation. Have President sign a Declaration of Emergency.	
			Activate the Comprehensive Emergency Management Plan and Active Shooter Plan.	
			Activate the Emergency Operations Center (EOC) and the applicable ICS sections. Ensure the location of the EOC (and the routes to and from it) is in an offsite location or in a secured area away from any danger posed by the shooter.	
			Establish a Liaison with area law enforcement agencies upon their arrival.	
		Establish operational periods, objectives, and a regular briefing schedule. Assure Documentation Unit begins Activity Log (ICS 214).		
	Public Information Officer		Monitor media outlets for updates on the incident and possible impacts on the university. Communicate information via regular briefings to Section Chiefs and Incident Commander as directed.	
	Liaison Officer		Notify community partners in accordance with local policies and procedures (e.g., consider local Emergency Operations Center, other area hospitals, local emergency medical services), to determine incident details, community status, estimates of casualties, and establish contacts for requesting supplies, equipment, or personnel not available at the university.	
	Safety Officer		Ensure the safety of students, faculty, staff, and visitors during evacuation procedures.	

	Document Officer		Begin Activity Log (ICS 214)	
			Consolidate all reports regarding the location and description of the shooter. Ensure the real time dissemination of this critical information to all parties as directed.	

Campus Security	Section Chief		Assumes on-scene IC duties.	
			Identify LUPD Liaison for EOC.	
	Patrol		First officers on scene determine location of shooter(s) and engage.	
			Ensure all responding officers have basic information about current location of shooter, designated escape routes, and safe zones.	
			Establish inner perimeter.	
			Assist in the evacuation of students, faculty, staff, and visitors as directed.	
	LUPD PIO		Send initial campus emergency messaging through ConnectEd and LiveSafe.	
LUPD Liaison		Provide responding law enforcement with the shooter(s)' description, armament, and last known location.		
Information Technology	Section Chief		Provide law enforcement with surveillance camera footage and other digital data as requested.	

Intermediate Response (10 minutes – 2 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		Inform EOT and others as appropriate, of ongoing operations and incident status.	
			Notify on-scene Incident Commander of any decisions from EOT affecting the operation.	
			Establish Unified Command with responding agencies. Provide following assignments: <ul style="list-style-type: none"> • Deny all campus entry. • Deny all campus exits. • Coordinate all movement within the 	

		campus with law enforcement and on-scene Incident Commander.	
Deputy Incident Commander/EOC Manager		Coordinate with Chartwells for water supply service.	
		Establish operational periods, incident objectives and the Incident Action Plan in collaboration with the Incident Commander.	
Public Information Officer		Designate and establish a media staging area in coordination with law enforcement and the Incident Commander.	
		Establish contact with media and inform them of the media staging area; provide briefings as directed.	
		Provide approved messages to media, students, faculty, staff, and visitors as directed.	
Liaison Officer		Request an EOC Liaison from each responding law enforcement agency.	
		Ensure continued updates of appropriate information to community partners, local authorities, and others as directed.	
		Contact representative of all arriving EMT and make sure they understand approved staging area.	
Safety Officer		Complete ICS 215A to assign, direct, and ensure safety actions are adhered to and completed.	
Documents Officer		Document victim information, witness information, and patient movement.	
		Continue to provide situation reports to all parties as requested and as needed.	

Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Monitor critical systems such as water, electricity, HVAC, and others as appropriate for potential disruption caused by stray gunfire penetrations.	

IT	Section Chief		As directed, utilize the access control system and closed-circuit television to aid law enforcement in as appropriate.	
Campus Security	Section Chief		As needed control shooter search and control.	
			Determine whether incident has become barricaded subject with hostage situation.	
			Confer with Incident Commander on any other needed resources	
	Patrol		Evacuate wounded victims when deemed safe to do so.	
	LUPD Liaison		Coordinate with EOC Liaison location for staging of injured.	

Finance/Logistics	Section Chief		Coordinate the transportation services (ambulance, air medical services, and other transportation) with the Campus Security and appropriate external Incident Command Post or jurisdictional authority to ensure safe patient relocation, if necessary.	
	Time & Cost Unit		Track hours associated with the emergency response.	
	Logistics		Initiate staff and equipment tracking.	

Planning	Section Chief		Begin planning for alternate care sites for evacuated patient care areas that may not be immediately available.	
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Extended Response (2 hours - 8 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		With the Public Information Officer, prepare the President to speak with the media, students, faculty, staff and visitors as coordinated with the field-level Incident Command Post or jurisdictional authority.	
	Academic Officer		Work with Incident Commander to mitigate disruption to academic classes.	

	Deputy Incident Commander/EOC Manager		Work with Chartwells on water and meal needs.	
			Plan for the next operational period change, if any; campus entry and exit relative to lockdown. Work with law enforcement to ensure continued security of campus and ongoing operations.	
	Public Information Officer		Continue media briefings and updates as directed. Provide approved messaging to media and Lamar Community.	
	Liaison Officer		Ensure continued updates of appropriate information to community partners, local authorities, and others as directed.	
	Safety Officer		Update the Safety Plan for extended operations.	
	Documentation Officer		Ensure that updated information and intelligence is incorporated into the Incident Action Plan. Ensure a Demobilization Plan is being readied.	
		Continue tracking the movement and disposition of students, faculty, staff, and visitors.		

Section	Branch/Unit	Time	Action	Initials
Campus Security	Section Chief		Continue field control as necessary. Oversee any operations outside the normal scope of the department.	
	Patrol		Continue search and control duties as necessary.	
			Assist specialty units from other departments as needed.	

Finance & Logistics	Logistics		Coordinate victim support services and establish those services in a safe zone as approved by the Incident Commander.	
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Demobilization/System Recovery (8 hours – 24 hours)

Section	Officer	Time	Action	Initials
Command	Incident Commander		With the Public Information Officer prepare President to speak with media.	
			Ensure students, faculty, and staff have access to behavioral health services.	
	Deputy Incident Commander/EOC Manager		Conduct debriefings and hotwash with: <ul style="list-style-type: none"> <input type="checkbox"/> Command Staff and section personnel <input type="checkbox"/> Administrative personnel <input type="checkbox"/> All staff <input type="checkbox"/> All volunteers <input type="checkbox"/> First responders 	
			Write an After Action Report and Corrective Action and Improvement Plan for submission to the Incident Commander, including: <ul style="list-style-type: none"> <input type="checkbox"/> Summary of the incident <input type="checkbox"/> Summary of actions taken <input type="checkbox"/> Actions that went well <input type="checkbox"/> Actions that could be improved <input type="checkbox"/> Recommendations for future response actions 	
	Public Information Officer		Develop an information release for media; work with law enforcement on details to be released; ensure the family of any wounded or deceased person is made aware prior to the media release of information.	
	Liaison Officer		Ensure that all impacted persons and community partners are notified of incident resolution in accordance with local policies and procedures.	

	Safety Officer		Provide incident documentation to the Documentation Unit Leader.	
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	Documentation Officer		Ensure that all documentation produced during the response and recovery is correlated and available for after action review.	
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Section	Branch/Unit	Time	Action	Initials
Operations	Section Chief		Oversee the restoration of normal operations.	
	Maintenance Team		Repair or replace any systems damaged by stray gunfire penetrations.	

Finance/ Administration	Section Chief		Compile final response and recovery costs and expenditure summary and submit to the Incident Commander.	
	Time & Cost Unit		Provide a summary of incident's projected costs due to modification in operations.	
	Logistics		Coordinate with campus departments to replenish supplies as necessary.	

Section	Branch/Unit	Time	Action	Initials
Planning & Assessment	Section Chief		Consider crime scene location(s) and begin business continuity action plan of space relocation for affected employees.	
	Safety Evaluation Team		Be prepared for building review for damages once crime scene has been released.	