

# THE EMERGENCY MANAGEMENT PLAN



Enclosed is a set of check-lists and resources to help draft or improve emergency policies and procedures. We recommend BOMA's [Emergency Preparedness Guidebook](#) for an in-depth and comprehensive review of emergency preparedness.

## Emergency Preparedness

The purpose of an emergency plan is to prepare for residents and staff for anticipated emergencies, both natural and man-made. Natural disasters include: Fire, Flood, Storm, Earthquake, Tornado, Hurricane, Loss of Power or Water, and Gas Leaks. The emergency plan should address both preparation and mitigation strategies as well as the response during a disaster and the recovery process after the disaster has passed. Man-made disasters are hazards resulting from human intent, negligence, error, or the failure of a man-made system. Examples include disasters from violent or criminal acts (active shooter, terrorist attacks) and chemical spills. The emergency plan should address only the most relevant threats to a property. For example, if the property is located in a residential area far from industrial threats of plant explosions or chemical spills, then these man-made disasters are not required for the property's emergency plan. It is highly recommended that all emergency plans are reviewed and vetted by local emergency service agencies, including those located on-campus.

## Supplies & Resources Checklist

- ☐ List of supply sources and contacts (e.g. Home Depot, United Rentals)
- ☐ List of volunteer organizations active in disaster recovery
- ☐ List of staff with specialized training (e.g. First AID, CPR, AED)

## Building and Systems Checklist

Fire sprinkler systems throughout building

- ☐ Shutoff valves chained or locked open
- ☐ Regular tests of inspector drains, fire pumps

Perimeter and entry security systems and locks.

- ☐ Protect against unauthorized entry to mechanical, electrical, sprinkler, generator rooms, fuel storage, chemical storage and other critical areas.

Fire alarm systems

- ☐ Regularly tested
- ☐ Off-site monitored
- ☐ Trouble signals and false alarms promptly corrected
- ☐ If your fire alarm system communicates by a radio or other wireless signal, verify that the system communicates at 3G or 4G – 2G communication is being phased out by the wireless communication industry.

## Communications Checklist

### Communication Equipment

- ☐ Consider installing communication boxes at areas of refuge that link the property directly to emergency services.
- ☐ Annually test emergency lines to verify that they work and that emergency services have the correct location of the call.
- ☐ Install a mass notification system (e.g. mass e-mail or text message systems) that provides a timely means to notify all people at the building of threats and give instructions as to responses.
- ☐ Provide backup electric power (e.g., uninterruptible power supplies, backup generators) to run communications systems.
- ☐ Consider installation of a special panic alarm system in sensitive or critical areas.
- ☐ Test systems regularly and train employees in the use of the various communications systems.
- ☐ Have emergency communication equipment (e.g. special cell phones, emergency radios) available for use in the event that all primary communication channels are unavailable.
- ☐ Train employees not to discuss sensitive information over communication channels that are not secure (e.g., cell phones).
- ☐ Consider installing communication boxes at areas of refuge that link the property directly to emergency services.
- ☐ Coordinate with communication service providers (e.g., telecommunications companies) on plans and procedures for restoration of service in the event of a disruption.

### Communication Protocols

- ☐ Develop a notification protocol that outlines who should be contacted in emergencies.
- ☐ Designate who is to contact whom within the building and with outside organizations.
- ☐ Provide a contact list to all who might need it and keep the list up-to-date. Regularly test the notification protocol through drills and exercises.
- ☐ Develop a system to account for staff, occupants, tenants and contractors. Ensure that the information can be accessed offsite in the event of an emergency.
- ☐ Provide a simple and straightforward means for people to communicate the presence of a potential threat or an emergency.
- ☐ Provide occupants with information on how to report suspicious people or activities.
- ☐ Develop a process to warn occupants of criminal activity in and around the building.
- ☐ Develop a process for communicating to employees and occupants the current security situation and reminding them of steps that should be taken in the event of an incident.
- ☐ Develop a process for communicating with employees who are not on duty.
- ☐ Consider a contact information checklist to include owners, staff, tenants, law enforcement, other government agencies, hospitals, insurance providers, neighbors and emergency service contractors. For emergency service contract information checklists,

include vendors in charge of electrical. Information Technology, elevators, generators, heating, air conditioning, plumbing, sewage, restoration companies, etc.

- ☐ Develop a process for communicating with the public and the media regarding security issues, including the handling of inquiries from concerned family and friends. Identify the people who will have responsibility for media interactions.
- ☐ Provide adequate information to the public and media to quell rumors and prevent unnecessary alarm.
- ☐ Take steps to restrict the release of information that might compromise the security posture of the building.

## **Emergency Supplies Checklist**

- ☐ Water.
- ☐ Battery-powered radio and extra batteries
- ☐ Solar powered cell phone battery charger.
- ☐ Flashlight and extra batteries
- ☐ First Aid kit
- ☐ Whistle to signal for help
- ☐ Dust or filter masks, readily available in hardware stores, which are rated based on how small a particle they filter
- ☐ Moist towelettes for sanitation
- ☐ Wrench or pliers to turn off utilities
- ☐ Plastic sheeting and duct tape to “seal the room”
- ☐ Garbage bags and plastic ties for personal sanitation

## **General Preparedness Checklist**

- ☐ Establish a relationship with the local emergency authorities.
- ☐ Locate the latest building plans, including Site, Architectural, Structural, Mechanical (HVAC and Plumbing), Electrical and major Tenant Improvements. Store multiple copies of digital plans both on site and off site. Consider “cloud” storage so that plans can be accessed from anywhere in case of local inaccessibility. Plans will be essential for recovery activities.

## **Hurricane and Tropical Storm Watch and Warning Checklist**

NOTE: This Checklist anticipates wind driven rain, not storm surge and other complete inundation. For the latter, see Severe Flooding Checklist.

- ☐ Roof drains and overflow clear of debris
- ☐ Area storm drains (paved areas) clear of debris
- ☐ Loose items tied down, secured or placed indoors
- ☐ Doors and windows closed, including back of house, roof, loading areas
- ☐ Fuel tanks in secure locations full: emergency generators, vehicles, etc.

## **Power Outage Preparation Checklist**

- ☐ If there is a history of outages, contact your electric service distribution utility and schedule a meeting with their customer relations representative to discuss the needs of your facility and what can be done to upgrade reliability.
- ☐ Determine the critical loads in the building and investigate connecting them to existing emergency generators or consider installing a new one. In addition to code required items and egress lighting, consider lights and receptacles in critical areas such as electric rooms, emergency operations posts, and management office; sewage lift pumps (if any); and one elevator per bank.
- ☐ Make sure that the fuel cap on the emergency generator if there is one is sealed and the seal is tight since water entering the fuel can prevent the generator from running.
- ☐ Confirm that all elevators have the means to safely bring occupants to floor level in the event of a power outage.
- ☐ Confirm that batteries for emergency lighting and fire alarms are within date and have the capacity to run these systems sufficiently for building evacuation. Emergency lights have test buttons and batteries should have expiration dates on them.
- ☐ Confirm that an uninterruptable power supply (UPS) exists for all critical building systems such as emergency management and control systems, access control and security systems.
- ☐ Confirm there is enough stock of fuel for emergency generator(s).

## **Severe Flooding Checklist**

### **Advance Mitigation**

- ☐ Prepare to evacuate all personnel and pets.
- ☐ Relocate moveable equipment to higher ground. Items such as emergency generators, portable pumps and vehicles that will be useful in recovery and cleanup take precedence.
- ☐ Close and secure all openings into the building.
- ☐ Evaluate the expected high water level with the property elevation. Sandbag to the extent practical and possible if there is a chance that entry of water into the building will be possible.

- ☐ Gas and Electric Utilities: Follow instructions from utilities and local authorities, which will probably recommend cutting supplies of electricity, gas, hazardous products and flammable liquids.
- ☐ Protect furnishings, fixtures and critical equipment: remove, raise or wrap with waterproof sheeting. Consider electrical equipment, fire protection pumps, boilers, compressors, motors, generators, etc.

### **Recovery**

- ☐ Record the water line on a wall-this is critical in determining what equipment was under water and to what degree.
- ☐ Record the water line on the elevator pit walls and mechanical rooms, which may be different from other areas.
- ☐ Turn off power to the building before entering wet, flooded or damp areas.
- ☐ If main switchgear is wet, power utility is instructed to disengage power and to not restore it until notified.
- ☐ Pump water out at a speed the sewer systems can handle so the water does not re-enter the building.
- ☐ Water in the building may be contaminated so consider this for personal safety and disposal requirements.
- ☐ Check that fire protection is operational.
- ☐ Examine interior ductwork for trapped water before starting fans. This may require cutting access doors.
- ☐ If main switchgear or service entry is damaged, determine the possibility to back feed and restore partial power to the building.

## **Suspicious Mail Checklist**

### Characteristics

- ☐ An Unfamiliar sender
- ☐ No return address
- ☐ Inaccurate address, possibly to someone no longer employed
- ☐ Writing in an unfamiliar style
- ☐ Unusual postmarks or a substantial overpayment of postage
- ☐ A padded envelope
- ☐ Unusually heavy for its size
- ☐ Marked as "personal" or "confidential"
- ☐ Oddly shaped or lopsided
- ☐ Pin-sized hole(s) visible in the envelope
- ☐ A strange smell
- ☐ Stained or damp packaging

Indicators of chemical, biological or radiological (CBR) materials in the mail include

- ☐ Finely powdered material, possibly with the consistency of sugar
- ☐ Sticky substances
- ☐ Sprays and vapors
- ☐ Metal or plastic pieces
- ☐ Strange smell

If you receive a suspicious letter or package

- ☐ Stop. Don't handle
- ☐ Isolate it immediately
- ☐ Don't open, smell or taste
- ☐ Activate your emergency plan. Notify a supervisor

If you suspect the mail or package contains a bomb (explosive), radiological, biological or chemical threat

- ☐ Isolate area immediately
- ☐ Call 911
- ☐ Wash your hands with soap and water

## **Active Killer Plan Checklist**

Does the Active Killer response plan account for the following considerations?

### **Roles & Duties**

- ☐ Are roles & Duties of staff members clearly defined?
  - \_\_\_ Property Management
  - \_\_\_ Security
  - \_\_\_ Administrative Staff
  - \_\_\_ Corporate Staff
  - \_\_\_ Facilities Staff
  - \_\_\_ Cleaning Staff
  - \_\_\_ Cross training (absent or separated parties)

### **Communication – Who needs to be notified?**

- ☐ Authorities
- ☐ Building Staff
- ☐ Corporate Staff
- ☐ Tenants
- ☐ Ownership

- ☐ Elevator technicians
- ☐ Other vendors
- ☐ Neighboring buildings

### **Message and Method of Communication**

- ☐ Does the plan account for what will be said and how it will be conveyed?
- ☐ Is the message defined?
- ☐ When to make announcements
- ☐ Method

- ☐ Email
- ☐ Phone
- ☐ Text or Instant Messaging
- ☐ Duress buttons
- ☐ Floor by floor runners

### **Building systems considerations**

- ☐ Does plan consider use and/or stoppage of use of following systems?
  - ☐ Elevators
  - ☐ Access control
  - ☐ Building lockdown
  - ☐ Parking lot/deck
  - ☐ Card access
  - ☐ Security cameras
  - ☐ Master keys labeled and available for authorities
  - ☐ Instructions to shut off emergency generator

### **Additional considerations**

- ☐ Floor plans and build outs ready for authorities
- ☐ Incident reporting forms
- ☐ Does the plan document local law enforcements needs/requests?
- ☐ Alert memo with photograph of individual
- ☐ Secure all evidence/video in incident report
- ☐ Debriefing and lessons learned after event
- ☐ Prepare summary of events for distribution to tenants
- ☐ DHS Active Shooter Booklet
- ☐ Phone Call Threat Checklist
- ☐ Code words to warn employees that Active Shooter is present
- ☐ Verbal trespassing warning and document for police
- ☐ Emergency response command/injury area
- ☐ Safe Refuge Area upon evacuation. Logging of witness details



- ☐ Activating media procedures if media arrives
- ☐ Handling occupant distress calls to onsite staff, authorities, media and/or others
- ☐ Counseling after event

## Emergency Review Checklist

Date \_\_\_\_\_

Earthquake	Completed	By Whom
Shelves fastened securely to walls		
Water heaters strapped to wall studs or bolted to the floors in each unit		
Overhead light fixtures braced		
Cracks along foundation are inspected and repaired		
Flammable liquids are stored in a secure cabinet		
Gas, electrical, and water connections are strong and easy to locate		

Fire	Completed	By Whom
Fire dept. contact information is current and posted in common areas		
Fire and smoke detectors in each unit and common areas are installed and checked		
Flammable debris cleared from property		
Fire extinguishers charged and inspected (tags current)		
Gas and electrical shutoff valve unblocked and easily accessible		
Flammable liquids are stored properly		
Insurance policy is updated and adequate		
Evacuation routes are clear and free from obstacles		
Fire alarms checked regularly		

Winter Storms	Completed	By Whom
Branches over power lines and building are trimmed		
Sidewalks are maintained		
Roof shingles are properly installed and in adequate shape		
Drainage ways are clear from blockages		
HVAC filters checked and replaced if necessary		
Furnaces and boilers are checked and tested for safety and efficiency		
Windows in each unit are free from cracks and holes		
Doors and windows in each unit are properly caulked and weather-stripped		
Carbon monoxide detectors are installed in each unit and checked		

Insulation installed in attics, exterior walls, and around pipes is sufficient		
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Power Outages	Completed	By Whom
Current contact information of power company is posted in office		
Alternate forms of communication established and reviewed		
Accessible electrical panel		
Generators serviced and well-ventilated		
Battery-based emergency lighting installed and tested		

Flood	Completed	By Whom
Adequate flood insurance (if applicable)		
Cleared sewer and drain lines, with installed and functioning check-valves		
Rain gutter downspouts are directed away from foundation		
Nearby creeks and irrigation canals are identified and checked for strength		
Shovels and empty sandbags are stored-on-site		

Man-made disasters	Completed	By Whom
Current contact information of emergency officials		
Review shelter-in-place procedures		
All exterior lights are functional and provide adequate lighting		
Accessible shut off switches for any central HVAC air intake fans		



# ACTIVE SHOOTER

## HOW TO RESPOND



October 2008



# 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(s) 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. Evacuate

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 out

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

Your hiding place should:

- 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

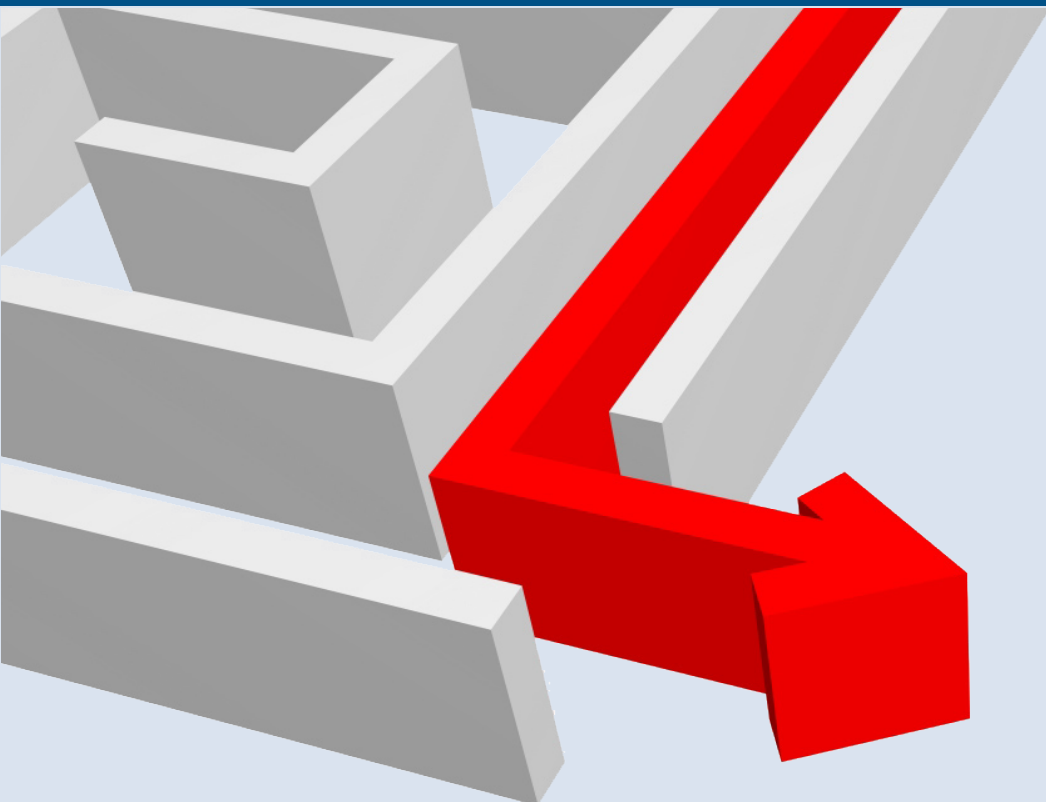
If evacuation and hiding out are not possible:

- 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. Take action against the active shooter

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 (4)
- 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:
  - Evacuating the area
  - Hiding out
  - Acting against 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](http://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 Desk Reference, Security Management Group International, [www.SMGICorp.com](http://www.SMGICorp.com)

How to Plan for Workplace Emergencies and Evacuations, U.S. Department of Labor, Occupational Health and Safety Administration, OSHA 3088, 2001.



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# HOW TO RESPOND

## WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

QUICKLY DETERMINE THE MOST REASONABLE WAY TO PROTECT YOUR OWN LIFE. CUSTOMERS AND CLIENTS ARE LIKELY TO FOLLOW THE LEAD OF EMPLOYEES AND MANAGERS DURING AN ACTIVE SHOOTER SITUATION.

### 1. EVACUATE

- Have an escape route and plan in mind
- Leave your belongings behind
- Keep your hands visible

### 2. HIDE OUT

- Hide in an area out of the active shooter's view.
- Block entry to your hiding place and lock the doors

### 3. TAKE ACTION

- As a last resort and only when your life is in imminent danger.
- Attempt to incapacitate the active shooter
- Act with physical aggression and throw items at the active shooter

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

## HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES ON THE SCENE

### 1. HOW YOU SHOULD REACT WHEN LAW ENFORCEMENT ARRIVES:

- Remain calm, and follow officers' instructions
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers such as attempting to hold 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

### 2. INFORMATION YOU SHOULD 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

## RECOGNIZING SIGNS OF POTENTIAL WORKPLACE VIOLENCE

**AN ACTIVE SHOOTER MAY BE A CURRENT OR FORMER EMPLOYEE. ALERT YOUR HUMAN RESOURCES DEPARTMENT IF YOU BELIEVE AN EMPLOYEE EXHIBITS POTENTIALLY VIOLENT BEHAVIOR. INDICATORS OF POTENTIALLY VIOLENT BEHAVIOR MAY INCLUDE ONE OR MORE OF THE FOLLOWING:**

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism, and/or vague physical complaints
- Depression/Withdrawal
- Increased severe mood swings, and noticeably unstable or emotional responses
- Increasingly talks of problems at home
- Increase in unsolicited comments about violence, firearms, and other dangerous weapons and violent crimes



Contact your building management or human resources department for more information and training on active shooter response in your workplace.



# READY NEW YORK



## MY PET'S

## EMERGENCY



## PLAN



**NYC**



Office of Emergency Management

Bill de Blasio, Mayor



Place a color photo of you  
and your pet here. This can  
help reunite you in the event  
you are separated.

## MY INFORMATION

Please print. If viewing as a PDF, click on the  
highlighted areas to type in the information.

Name:

Address:

Phone:

Cell Phone:

Email:



Pets are part of the family. As members of your family, they should be included in your emergency plan. Read on to learn how you can ensure your pet's safety during an emergency.



## MAKE A PLAN FOR YOUR PET



## GATHER SUPPLIES



## GET INFORMED

Download the **Ready New York: My Emergency Plan** to create an emergency plan for you and your family by visiting [NYC.gov](https://www.nyc.gov), or call 311 to request a copy of the guide.

# 1 MAKE A LIST OF EMERGENCY CONTACTS

Before an emergency, make a list of emergency contacts. Keep a copy of this list in your pet's Go Bag.

Local Veterinarian:

Address:

Phone:

Email:

Alternative Veterinarian:

Address:

Phone:

Email:

Emergency Contact:

Phone:

Cell Phone:

Email:

Boarding Facility:

Address:

Phone:

Email:

Pet-Friendly Hotel:

Address:

Phone:

Email:

Local Animal Shelter:

Address:

Phone:

Email:

## 2 DEVELOP A PLAN

Record important information about your pet so that you can easily access it during an emergency.

### IMPORTANT INFORMATION

Birth date:		
Sex:		
Breed:		
Color:		
Eye Color:		
Distinguishing Marks:		
Allergies:		
Medical Conditions:		
Medications & Doses:		
Vaccination History:	Date	Details
Pharmacy:		
Address:		
Phone:		
Fax:		
Email:		

### PROPER IDENTIFICATION

- Dogs and cats should wear a collar or harness, rabies tag, and identification tag at all times. Identification tags should include your name, address, and phone number, and the phone number of an emergency contact. Dogs should also wear a license. For more information on licensing, call 311 (TTY: 212-504-4115).
- Talk to your veterinarian, call 311 (TTY:212-504-4115), or visit NYC.gov to learn more about microchipping your pet. A properly registered microchip enables positive identification of your pet if you and your pet are separated.

Breed Registration #:

License #:

Microchip ID #:



**EVACUATING WITH YOUR PET**

Think about where you will go with your pet and how you will get there if you have to leave home during an emergency. In planning for an emergency evacuation:

- Arrange for family or friends outside of the affected area to shelter your pet.
- Identify animal-friendly hotels outside of the affected area.
- Talk with your local veterinarian, kennel, or grooming facility to see if they can offer safe shelter for your pet during an emergency.
- Create a Go Bag for your pet or service animal (See Pet Go Bag Checklist).
- Practice evacuation plans to familiarize your pet with the process and increase its comfort level.
- Know your pet's hiding places so you can easily find it during an emergency.
- Keep in mind a stressed pet may behave differently than normal and its stress level may increase. Use a muzzle to prevent bites. Also be advised that scared pets may try to flee.

**PETS AND PUBLIC TRANSPORTATION**

Pets in carriers are allowed on MTA subways, buses, and trains. When an evacuation order is declared, pets too large for carriers will also be allowed, provided those animals are muzzled and controlled on a sturdy leash no longer than four feet. The City will announce when this policy is in effect.

**A NOTE ABOUT PETS AND EMERGENCY SHELTERING**

In the event that the City's emergency shelter system is open, and you cannot shelter your pet at a kennel or with friends or relatives outside the evacuation area, pets are allowed at all City evacuation centers. Please bring supplies to care for your pet, including food, leashes, a carrier, and medication. Bring supplies to clean up after your animal. Only legal pets will be allowed. Service animals are always allowed.



## TIPS FOR HANDLING SMALL ANIMALS DURING EMERGENCIES

### Birds

- Transport birds in small, secure carriers.
- Try to minimize temperature changes. Use a spray bottle for misting in hot weather and a hot water bottle for warming in cold weather.
- Try to minimize severe changes in noise and keep the cage covered to keep your bird(s) calm.

### Amphibians/Reptiles

- Transport amphibians in a water-tight plastic bag or plastic container with ventilation holes.
- Transport reptiles in a pillowcase, cloth sack, or small carrier, and transfer the pet into a secure cage as soon as you can.
- Use a spray bottle to keep pets cool and a heating pad or battery-operated heating lamp to keep pets warm.
- Try to minimize changes in temperature, lighting, and diet.
- Do not mix species.

### Other Small Animals

Small pets, such as hamsters, gerbils, mice, rats, and guinea pigs, can be transported using a covered carrier, cage, or secure box. To minimize stress, keep the carrier covered and attempt to minimize severe changes in temperature and noise.





### **IF YOU ARE UNABLE TO GET HOME TO YOUR PET**

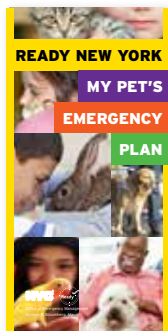
Some emergencies may prevent you from returning home. In planning for such emergencies:

- Identify a trusted friend, neighbor, or pet sitter to care for your pet in your absence. This person should have a set of your house keys, be familiar with your home and pet, know your emergency plan, and have your contact information.
- Put stickers on the main entrances to your home to alert rescue workers of the number and types of pets inside. Update the information on the stickers every six months. Free Rescue Alert stickers can be ordered from the ASPCA.
- Keep a collar/harness, leash, carrier, and your pet's Go Bag in a place where they can be easily found.

Pets should have their own Go Bag – a sturdy, easy-to-carry container, such as a backpack or suitcase on wheels – that should be easily accessible if you have to leave your home in a hurry, and include the following items:

- ☐ A current color photograph of you and your pet together (in case you are separated)
- ☐ Copies of medical records that indicate dates of vaccinations and a list of medications your pet takes and why
- ☐ Proof of identification and ownership, including copies of registration information, adoption papers, proof of purchase, and microchip information
- ☐ Physical description of your pet, including species, breed, age, sex, color, distinguishing traits, and any other vital information about characteristics and behavior
- ☐ Animal first aid kit, including flea and tick treatment, and other items recommended by your veterinarian
- ☐ Food, water, and dishes for at least three days
- ☐ Collapsible cage or carrier
- ☐ Muzzle\* and leash
- ☐ Cotton sheet to place over the carrier to help keep your pet calm
- ☐ Comforting toys or treats
- ☐ Litter, litter pan, and scoop
- ☐ Plastic bags for clean-up
- ☐ Other items:


(\*Note: Nylon muzzles should only be used temporarily as they can restrict a dog's ability to pant).



Include pet supplies in your own emergency supply kit – the set of supplies you need to survive in your home for at least three days.

- ☐ Pet food. If you use wet food, make sure you have pop-up cans or a manual can opener on hand. Rotate food and water items every six months to avoid expiration.
- ☐ Water. Dehydration is a serious health risk to animals. Check with your veterinarian to see how much water your pet needs on a daily basis.
- ☐ Plastic bags, newspapers, containers, and cleaning supplies for dealing with your pet.
- ☐ Other items:






THANK YOU FOR PREPARING YOUR PET!  
**CONGRATULATIONS!**





## NEW YORK CITY RESOURCES

Unless otherwise noted, call 311  
(TTY: 212-504-4115) or use NYC.gov to  
contact City agencies.

### **NYC Office of Emergency Management**

NYC.gov/oem  
@nycoem  
www.facebook.com/  
NYCemergencymanagement

### **Ready New York: My Emergency Plan guide**

NYC.gov/readyny

### **Ready New York Preparedness Info**

NYC.gov/readyny

### **NYC Department of Health & Mental Hygiene**

NYC.gov/health

### **Notify NYC – the City's Source for Emergency Updates**

NYC.gov/notifynyc  
@NotifyNYC



## MORE RESOURCES

## Animal Care & Control of New York City

www.nycacc.org, or call 311 (TTY: 212-504-4115)

**Humane Society of New York**

www.humanesocietyny.org,  
or call 212-752-4842

## American Society for the Prevention of Cruelty to Animals (ASPCA)

www.aspca.org, or call 212-876-7700

## MY RESOURCES

Add your own important resources  
and phone numbers here.



**This guide is also available in audio format and in the languages below.**

### **Arabic**

رُر NYC.gov/readyny للحصول على نسخ باللغة العربية من هذا الدليل.

### **Bengali**

এই নির্দেশিকাটির বাংলা কপিৰ জন্য NYC.gov/readyny দেখুন

### **Chinese**

請撥打311或訪問NYC.gov/readyny，獲得本指南的中文版本。

### **English**

Call 311 or visit NYC.gov/readyny for copies of this guide in English.

### **French**

Visitez NYC.gov/readyny pour obtenir des exemplaires de ce guide en français.

### **Haitian Creole**

Ale nan sitwèb NYC.gov/readyny pou jwenn kopi gid sa a nan lang Kreyòl Ayisyen.

### **Italian**

Visita il sito NYC.gov/readyny per ricevere una copia di questa guida in italiano.

### **Korean**

한국어로 된 안내서 사본은 NYC.gov/readyny를 방문하십시오.

### **Polish**

Kopia w języku polskim jest opublikowana pod adresem NYC.gov/readyny.

### **Russian**

Позвоните по номеру 311 или посетите сайт NYC.gov/readyny, чтобы получить эту брошюру на русском языке.

### **Spanish**

Llame al 311 o visite NYC.gov/readyny para obtener acceso a este folleto en español.

### **Urdu**

اس رہنما پرچے کی کاپی اردو زبان میں حاصل کرنے کے لیے NYC.gov/readyny ملاحظہ کریں۔