

# Table of Contents

Introduction.....	1
How to Use This Handbook.....	5
<b>PART I: OVERVIEW OF ACTIVE SHOOTERS</b>	
Tab 1: Summary Overview .....	7
Tab 2: Active Shooter Incidents .....	13
Tab 3: Defining “Active Shooter”.....	39
<b>PART II: THE PHASES OF ACTIVE SHOOTER INCIDENTS</b>	
Tab 4: The Seven Phases of Active Shooter Incidents.....	61
Tab 5: Phase I: Triggers.....	67
Tab 6: Phase II: The Mindsets and Behaviors of Active Shooters .....	71
Tab 7: Phase III: Planning an Attack.....	85
Tab 8: Phase IV: Preparation for an Attack.....	93
Tab 9: Phase V: Approaching the Incident Location .....	95
Tab 10: Phase VI: Conducting the Attack .....	99
Tab 11: Phase VII: Responding to an Active Shooter.....	101

### **PART III: CONSEQUENCE MANAGEMENT**

Tab 12: Facility Managers’/Security Officials’ Responses .....	115
Tab 13: When Law Enforcement Arrives .....	117
Tab 14: When Emergency Medical Services (EMS) Arrive .....	125
Tab 15: Post-Incident Consequence Management .....	127
Tab 16: Preparing an Emergency Response Plan (ERP) .....	133
Tab 17: Self-Assessment Checklist for Organizational Preparedness .....	143

### **PART IV: PREEMPTING ACTIVE SHOOTERS**

Tab 18: Preempting Acting Shooters (I): Recognizing Behavioral Indicators of Potential Violence by Individuals in Your Environment.....	151
Tab 19: Preempting Active Shooters (II): Monitoring Social Media Postings.....	163
Tab 20: Preempting Active Shooters (III): Hardening Facilities’ Security Posture .....	171
Tab 21: Appendix: Reference Resources .....	173