



Appendix D

Active Shooter and Workplace Violence Training Exercise

This section provides three different active shooter workplace violence scenarios. The reader may choose a scenario closest to his or her respective business or may dive into all three scenarios to understand the differences between each. Each scenario looks at the incident from the perspective of first responders and the private sector owner/operators. As the scenario develops, the reader should identify actions relevant to their company and position within the company. The scenarios only look at the incident and do not take into consideration recovery, business continuity planning, or after-event considerations.

To optimize the benefits from these scenarios, it is suggested that the scenario be presented in a group setting. The group should consist of corporate-level executives, managers, supervisors, and front-line employees from different departments. It is advisable to invite a member of the local first responder community to participate in the scenario discussion, for much of the discussion will involve understanding the responders' capabilities and support needs. The questions posed here should help identify any actions and duties. As the answers and responses are developed, ensure that comments, concerns, and actions are clearly identified within your written active shooter workplace violence plan. If you do not have such a plan, prepare one now!

Please consider the following questions in each scenario:

- What preparations should the facility have made to handle this situation?
- What preparations should you take to protect yourself? Coworkers? Guests?
- What actions do you take personally?
- What actions should the supervisor perform in an active shooting?
- What actions should first responders initiate when learning of an active shooter event?
- What actions, decisions, and procedures does the business implement after notification has been made to first responders?
- What are the first five questions and concerns you have concerning the active shooter event?
- What are the business's first five questions and concerns concerning an active shooter event?
- When first responders are on site, how does the business coordinate with them?
- What are the first ten actions the business should perform to assist first responders in neutralizing the threat?

- What are the first ten actions that first responders expect the business to perform to assist them in neutralizing the threat?
- If the active shooter has been neutralized, is the threat over?
- When will EMS be allowed to enter the facility and treat the injured?
- What is the business's process for locating and accounting for employees? Guests? Contractors? Vendors?
- How long do you think the business or location will be a crime scene? Four hours? A day? Three days? One week? Longer?

Scenario #1 Office Complex

For this scenario, look at the active shooting event from four different perspectives and then identify your actions before, during, and after the incident:

- Employees on the first floor
- Tenant properties located within the ten-story building
- Law enforcement officers and first responders
- Employees inside the Smith and Davenport Financial Corporation (a fictitious corporation)

Overview of Middle State Office Complex

- The Middle State Office Complex houses twenty-one tenants
- The complex building is ten stories tall, has no parking garage, and is the tallest building for two square miles.
- The complex contains approximately 350 people, and the largest tenant has 170 employees, located on the third and fourth floors.
- The main entrance has glass revolving doors, and the building outside is primarily a blue glass facade.
- The building is open to the public, with no on-site security.
- Neither the Middle State Office Complex, nor any of its tenants, has been the subject of any comment in the local news media, whether negative or positive.
- The complex is open daily from 7:00 a.m. until 6:00 p.m. and is not open on weekends or holidays.
- The building has electronic access control access after business hours.
- None of the tenants is conducting any laboratory testing or research.
- None of the tenants is a doctors or dentist.
- The complex has an intercom that can be heard on all floors near the elevator lobby.
- Emergency exits are located at the very end of the building, on the east and west side of each floor.
- There is no active shooter plan in place for the complex.
- The complex has no PBX system.
- The Middle State Office Complex has had no threats reported by phone or letter, nor any major issue reported by any tenant.

- The complex is not aware of any significant problems or issues with any tenant.
- The building has surveillance cameras installed only on the front and rear entrances.

Law Enforcement Overview

- City police force (PD):
 - Ten patrol units, one sergeant, and one detective are on duty.
 - Seventy-one sworn officers form the department.
 - Each patrol unit has an M-16, a ballistic vest, a Kevlar helmet, and smoke and gas grenades.
- County sheriff's office (SO):
 - Five patrol units and one sergeant are on duty.
 - Forty-five sworn deputies form the office.
 - Each patrol unit has an M-16, a ballistic vest, a Kevlar helmet, and smoke and gas grenades.
- Neither department possesses the following:
 - Mobile command post
 - Armored vehicles
 - Gas masks
 - Ballistic shields
- Law enforcement has responded to the complex on only one occasion, three years ago. The purpose of the call was to report an intoxicated person who was found in the ground floor women's bathroom.
- Neither the Middle State Office Complex, nor any of the complex's twenty-one tenants, has participated in any of the following law enforcement-sponsored events:
 - Site surveys
 - Vulnerability assessments
 - Training exercises on site
 - Law enforcement conferences, webinars, or community awareness programs
 - Specialized training in terrorism, active shooter, workplace violence, or gangs

Scenario

- Two tenant employees returning from lunch stopped at the elevator lobby, waiting for an elevator, when one of the employees noticed Mr. John Smith, who worked on top floor of the complex. Mr. Smith was carrying a large black bag and wearing a long trench coat. One employee thought this was odd, because Mr. Smith was always well dressed.
- Another tenant employee walking to the elevator noticed Mr. Smith by the planter rummaging through a large bag. He was picking up items out of the bag and appeared to be placing them in his pockets. The employee thought it odd, but not worth a phone call to the police.
- Mr. Smith was still searching in his large black bag by the planter when another tenant employee saw the man pull a large long item out of the bag. To her it appeared to be a gun.

- Mr. Smith headed toward the elevator and waited for the next elevator.
- Several tenant employees entering the building now saw Mr. Smith at the elevator lobby with a shotgun in one hand and the bag in the other.
- One employee said out loud, "I will call the police."
- Mr. Smith looked at the employee and entered the elevator, heading to the top floor of the complex.
- The elevator stopped in front of Mr. Smith's office, and he reached in the large black bag and pulled out a semi-automatic pistol and two magazines. He then placed them in his waist band.
- Ms. Linda Johnson was exiting Mr. Smith's tenant space and stopped when she first saw Mr. Smith.
- Ms. Johnson never heard the three shots that took her life at 1:10 p.m.
- Mr. Smith immediately burst into the tenant office space and began shooting at anyone and everyone.
- Ms. Spencer, the receptionist who was on the phone, was the second person killed.
- Mr. Smith's partner, Mr. Ken Davenport, was the third person killed as he exited his office to see what all the noise was about.
- Mr. Smith began to look about for more employees to shoot.
- The tenant office employed fourteen people.
- Doors were being slammed shut, and the sounds of people yelling could be heard throughout the entire office space.
- 1:11 p.m.: A 911 operator reported receiving this call:

Caller: Someone is shooting. I've heard five or six shots. People are screaming. There's another shot.

Operator: What is your location?

Caller: The Middle State Office Complex.

Operator: Who is shooting?

Caller: Someone said it was Mr. Smith.

Operator: Where inside the complex is the shooting?

Caller: On the top floor in the Smith and Davenport Financial Corporation.

Operator: Where are you?

Caller: I am in Smith and Davenport, hiding in my office.

Operator: Can you see the shooter?

Caller: No.

The phone goes silent.

- 1:12 p.m.: A 911 operator reported another call:

Caller: My name is Karley Williams and I am at the Middle State Office Complex. I can hear shooting coming from the upper floor of the building.

Operator: Can you see the shooter?

Caller: No. But it may be Mr. Smith.

Operator: Can you describe Mr. Smith?

Caller: He is wearing a dark long coat, carrying a large black bag, dark hair, average build and maybe 65 years old.

- 1:12 p.m.: A 911 operator reported another call:

Caller: Mr. Smith has a shotgun. Oh my gosh—he just shot someone in the back. This can't be happening. Oh no, he is heading toward me.

The phone goes dead.

- One PD patrol car and one SO patrol car have arrived exactly at 1:15 p.m.
- People are screaming, running everywhere and crying.
- No one appears to be wounded or injured.
- A crowd is forming on the sidewalks and street corners.
- Neither the officer nor the deputy has ever been to the Middle State Office Complex to have any idea what the inside of the building looks like.
- No one came up to the patrol cars to provide information.
- No shooting can be heard.
- Two local news teams have arrived at the building.
- 1:15 p.m.: A 911 operator reported this call.

Caller: Mr. Smith is still inside Smith and Davenport Financial Corporate offices. I can still hear yelling, but no shots right now.

Operator: Where are you located?

Caller: I am across the hall from the corporate offices.

Operator: What did the shots sound like? Shotgun? Pistol? Automatic weapon?

Caller: Very loud, like a shotgun. I heard about ten shots.

- 1:16 p.m.: Police are informed that the shooter is still on the tenth floor.
- Two law enforcement officers enter the elevator and are heading to the tenth floor.
- Sounds of ambulances, police cars, screaming, yelling, people running, noise, and confusion.
- No more shots are heard coming from inside the building.
- 1:17 p.m.: A 911 operator reported this call.

Caller: This is George Hilson, I am at the Middle State Office Complex. I have barricaded myself in my office with my administrative assistant. Mr. Smith has a shotgun and has been shooting people here. I don't know how many he has shot or why. Come quickly.

Operator: Where is Mr. Smith right now?

Caller: I think in the conference room, but I don't know.

- 1:18 p.m.: Someone pulls the fire alarm. Strobe and audible alarm activated.
- Emergency exits are filling up with tenant employees.
- One of the tenant offices is the local ADA assistance center. The office is located on the second floor.
- Tenants begin to lock down all office doors on all floors to prevent the shooting from spreading.
- Tenants are afraid to exit their offices, because they don't know the location of the shooter.
- Because there has been no message communicated over the public address system, many employees have no idea what is happening. They attempt to gain their information from anyone running by.
- Fifteen more PD and SO patrol cars arrive.
- Dispatcher indicates all recent calls are reporting a shooting inside the Smith and Davenport Financial Corporation, on the tenth floor, but no additional details.
- Two fire trucks arrive at the building in response to the fire alarm.
- Two patrol car units set up on both sides of the Middle State Office Complex and watch the emergency exit doors.
- The confusion and noise intensify.
- Two officers are positioned next to the main company elevator when the elevator doors open. People rush out the door. Two people are white males wearing dark jackets.
- Tenant employees are seen running down the emergency stairwells.
- People rush out the emergency exit door. Three people are white males wearing dark jackets.
- A frantic lady runs over to the nearest officer and begins explaining what happened, but she was on the sixth floor. No new intelligence is gained from the conversation.
- The sounds of sirens are growing louder as more and more officers respond from throughout the city.
- Employees are seen hiding behind vehicles, shrubs, trees, and boulders.
- Employees are crying; some are on their cell phones.
- 1:19 p.m.: A total of twenty-five law enforcement officers are at the scene.
- Some of the officers came straight from home and are not in uniform and have no radios.
- Employees are still exiting the building. Most of the employees are confused and have more questions than answers.
- One individual's right leg is covered in blood. He wasn't on the tenth floor and isn't the shooter. The blood was caused from injuries suffered during the evacuation.
- Radio dispatcher broadcasts: The shooter is out of bullets and is stabbing individuals with a large knife.
- Additional police officers enter the company and are heading to the elevators and emergency stairwells. However, the elevators are jammed with guests and employees. Several elevators contain individuals in wheelchairs and using walkers.
- Emergency exits and stairwell are jammed with employees. Some employees are moving; others are sitting on the stairs to catch their breath.

- Each area of refuge that police encounter is jammed with employees and individuals who cannot navigate the stairs.
- The building sprinkler system has been activated and the water is making entry and evacuation more difficult.
- Mr. Smith lit a trashcan on fire and placed the trashcan in a small office close to the smoke detector.
- Screaming is still continuing, but appears to be coming from all corners of the complex.
- Television news crews are positioned in front of the Middle State Office Complex and are trying to interview employees who are exiting the building.
- A news helicopter is circling the building.
- People can be seen waving from almost every window, regardless of floor.
- Mr. Smith cannot be seen from any window inside the Smith and Davenport Financial Corporation.
- Law enforcement officers are stopping each white male wearing a dark jacket and any other white male who fits the shooter's description, regardless of clothing.
- Law enforcement officers are now being confronted by individuals, some stopping to raise their hands and dropping to the ground but others just continuing to run away.
- Employees are exiting the company from emergency exits and the main entrance doors, a total of four different exits.
- Because law enforcement officers are responding from multiple agencies, they all have different radios and dispatchers.
- Off-duty officers arriving at the company do not have police radios, only cell phones.
- Law enforcement officers' cell phones continuously ring as different callers try to make contact because of the radio problem.
- Law enforcement officers have no idea of the locations of other officers.
- Law enforcement officers cannot get through to their dispatch, and there is a serious delay in relaying messages.
- Federal agents are arriving at the Middle State Office Complex. Federal agents also have different radios.
- All entry and access points to the tenth floor have been located and reviewed.
- Screaming can be heard coming from upstairs, but the exact floor cannot be determined.
- The law enforcement departments have been trained on active shooter situations, but not together.
- The PD SWAT team has been notified and is heading to the complex.
- The PD helicopter is circling the building.
- The news helicopter has been ordered to stay clear of the building.
- 1:22 p.m.: Four law enforcement officers arrive on the tenth floor. The officer observes one body lying outside the Smith and davenport Financial Corporation office main entrance.
- 1:22 p.m.: Four officers enter Smith and Davenport Financial Corporation
- 1:22 p.m.: A white male, dark hair, glasses, wearing a dark long coat, believed to be Mr. Smith, is confronted by the four law enforcement officers in the conference room. On the

conference table are a semi-automatic pistol and a shotgun. Mr. Smith is covered in blood. He raises his hands and surrenders.

- Law enforcement officers search the offices. They find six dead bodies and two other employees who have sustained life-threatening wounds. Four other employees are rescued from two separate offices where they had barricaded themselves.

Summary

The shooter may have been arrested, but there are numerous areas and concerns that still need to be addressed by first responders and the Middle State Office Complex. What are they? Did you forget about the mysterious large black bag that could contain an improvised explosive device (IED) or the number of classrooms that are still in lockdown? If you have an active shooter plan, are each of the above points under consideration? Are the challenges clearly identified in your plan?

Scenario #2 Hospital

For this scenario, look at the active shooting event from three different perspectives and then identify your actions before, during, and after the incident:

- Visitor and patients of the hospital
- Law enforcement and first responders
- Employees of the Small City Hospital (a fictitious hospital)

Overview of Hospital

- The hospital has five stories hosting 410 beds with private patient rooms.
- The hospital is 100 percent occupied.
- The hospital is the only Level 1 trauma center in the city.
- The emergency department is open twenty-four hours per day, seven days a week.
- The fifth floor contains long-term patients of different ailments.
- The third and fourth floors are for general patients, with two beds per room.
- The children's medical center and the rehabilitation program is located on the second floor.
- The hospital includes 1,500 employees and 1,350 physicians and nurses on staff.
- The hospital uses approximately twenty-four volunteers, usually senior citizens.
- Small City Hospital sits on forty acres of land, approximately five miles from downtown, in a rural setting with no surrounding buildings.
- Emergency exits are located at the very end of each hallway, on the east and west ends of the floor.
- The nurse's stations are near the elevator lobby, and each lobby contains six elevators.
- Visiting hours are from 8:00 a.m. until 9:00 p.m., and there is no visitors sign-in log nor visitor badge required.
- There are 110 rooms on the fourth floor and 110 rooms on the third floor.

- Primary means of communications is a public address (PA) system that can be heard on each floor and throughout the building, but not outside.
- Telephones are located on floors 3 and above in each room, connecting to the hospital operator and having outside calling capability.
- The entire hospital is surrounded by large parking lots. The hospital does not have a parking garage.
- There have been no recent problems or issues reported by the hospital staff today. However, over the past three weeks, one nurse was stabbed by a patient, a patient punched a doctor, and relatives of patients physically and verbally abused two nurses.
- The hospital has a 25 percent turnover in staff, consistently, for approximately four years.
- There are two in-house hospital security officers per shift, but they are not armed.
- The security office and camera control room is on the first floor, near the general entrance.
- Surveillance cameras are located in each hallway, in guest waiting rooms, in each of the three entrances, in each stairwell exit door, and overlooking the elevator lobby on each floor
- The hospital has no active shooter plan in place but has been thinking about one.
- The hospital has not participated in any active shooter drills or exercises, and hospital executives have not attended any free training courses on active shootings.
- The hospital has not invited first responders to tour the hospital with active shooting scenarios in mind, for first responders frequently visit the emergency room and certain guest floors when guarding prisoners.
- The hospital has received no threats by phone or letter and has not been the subject of major issues reported by news media.
- There are no famous or significant patients currently staying at the hospital and no patients under law enforcement guard.
- The hospital is large but only has three major entrances, which are located at the general hospital, emergency, and outpatient services entrances.

Law Enforcement Overview

- City police department (PD):
 - Thirty patrol units, one sergeant, and five detectives are on duty.
 - 425 sworn officers form the department.
 - Four K-9 units work in the department.
 - Each patrol unit has M-16s, ballistic vests, Kevlar helmets, and smoke and gas grenades.
 - Sergeants' vehicles have gas masks, bolt cutters, battering rams, and cutting torches.
- County sheriff's office (SO):
 - Nine patrol units and one sergeant are on duty.
 - Seventy sworn deputies form the office.
 - Each patrol unit has M-16s, ballistic vests, Kevlar helmets, and smoke and gas grenades.
- The police department possesses the following equipment:
 - Mobile command post

- Two armored vehicles
- Two helicopters
- Gas masks
- Ballistic shields
- Two active SWAT teams
- Eight hostage negotiators
- Bomb detection equipment and robots
- Federal law enforcement:
 - Thirty-five agents (BATE, FBI, USSS, DHS)
- Law enforcement has responded to the hospital on only one occasion, three years ago. The purpose of the call was a murder/suicide. An 82-year-old man killed his wife in the hospital bed, then killed himself with a revolver. She had terminal cancer, and they had been married for forty-nine years.
- The Small City Hospital has not participated in the following events sponsored by law enforcement:
 - Site surveys
 - Vulnerability assessments
 - Training exercises on site
 - Conferences, webinars, or community awareness programs
 - Specialized training in terrorism, active shooter, workplace violence, or gangs

Scenario

- 9:11 p.m.: A 911 operator reported this call:

Caller: Someone is shooting, I've heard five or six shots. People are screaming. There's another shot.

Operator: What is your location?

Caller: The Small City Hospital.

Operator: Who is shooting?

Caller: I don't know who is shooting.

Operator: Where inside the hospital is the shooting?

Caller: The fifth floor.

Operator: Where are you?

Caller: I am in Room 551.

Operator: Can you see the shooter?

Caller: No, and I am not going to look either. There's another shot. People are screaming.

- 9:11 p.m.: A 911 operator reported this call:

Caller: My name is Carol Taylor. I am at the Small City Hospital. A guy has just shot two nurses on the fifth floor of the hospital. Oh, my gosh, he just shot a nurse in the back. I saw her lying on the floor.

Operator: Can you see the shooter?

Caller: "I saw the shooter, but I am hiding now. He is wearing a white coat and looks like a doctor. He has a semi-automatic pistol. This can't be happening.

Operator: What color is his hair? How much does he weigh? How tall is he?

Caller: Gray hair, 250 pounds, maybe six foot two, and maybe 65 years old.

Operator: How many people are shooting?

Caller: I only saw one.

Operator: Where is the shooter now?

Caller: I don't know.

- 9:11 p.m.: A 911 operator reported this call:

Caller: He just shot the security officer when he came out of the elevator. Oh, no, he is heading toward me.

The phone goes dead.

- 9:14 p.m.: Two police cars arrive at the hospital.
- Some people are screaming, some are hiding behind vehicles and trees, and some are running anywhere they can, whereas others are in shock or crying.
- Ambulances are arriving at the hospital with patients, unaware of the shooting.
- None of the people exiting the hospital comes up to a patrol car to provide information.
- There are no security nor hospital staff in sight, and the fleeing people aren't stopping for anything.
- 9:14 p.m.: Four more shots are heard inside the hospital, but their location cannot be determined.
- 9:13 p.m.: A 911 operator reported this call:

Caller: This is security officer Don Johnson from the Small City Hospital. We have an active shooter situation going on right now. My partner ran upstairs, but I haven't heard back from him. There have been over twenty to thirty shots fired on the fifth floor. I don't know who it is. There is a lot of screaming and people running. Please send help quickly.

Operator: Can you see the shooter on your surveillance cameras?

Caller: I can only see people running. I don't see him. Wait, he just shot a nurse. He is looking at the camera. He just shot the camera. I don't see anything now.

Operator: Please describe the shooter.

Caller: White male, gray hair, glasses, maybe 65, over 200 pounds, and maybe five foot eight.

Operator: What was he wearing?

Caller: He has a white jacket on like a doctor, but I don't know him. I have never seen him before.

- 9:14 p.m.: A 911 operator reported this call:

Caller: I am at the hospital. I have barricaded myself in a patient room with my dad. There is a man shooting people on the fifth floor. I can still hear him yelling. He is right down the hall from me.

Operator: What is he yelling?

Caller: "You will all pay. You will all pay."

Operator: Stay on the phone for me, please. What is your name?

Caller: "Okay. Nancy."

Operator: Did he say his name or talk with an accent?

Caller: No.

- 9:15 p.m.: Two officers run into the hospital and are heading toward the emergency stairs, trying to get to the fifth floor.
- 9:15 p.m.: Four more first responders arrive at the Small City Hospital.
- 9:15 p.m.: Two local news television crews arrive at the hospital.
- The elevators are working slowly because of all the people using the elevators to escape the shooter.
- The fire alarm has been pulled. No one knows who pulled the fire alarm. Strobe and audible alarms are activated.
- All the emergency exits are filling up with people.
- Patients who have tried to leave have passed out on the floor or are dragging equipment and tubes behind them.
- Most of the hospital patients cannot move without assistance, because they are too weak or too badly hurt or are on medication and can't move at all.
- The Small City Hospital staff begins to lock down all hospital room doors on all floors below the fifth floor to prevent the shooting from spreading.
- The security officer broadcasts the following message over the PA system: "Stay in your rooms. Lock the door. Help is on the way."
- Hospital staff give directions to go back to rooms, locking and barricading the door.
- 9:16 p.m.: Two law enforcement officers arrive on the fifth floor. The officers see three bodies lying in the hallway floor. They appear to be a nurse, a security officer, and a patient. The shooter is not in sight, and no gunshots are heard.
- Fire trucks are arriving at the hospital in response to the fire alarm.
- Lights are being turned off within hospital patient rooms.
- Patient rooms cannot be locked on any floor except the fifth.
- 9:16 p.m.: Two law enforcement officers see another body of a patient in a wheelchair. The shooter is still not located.
- 9:17 p.m.: The elevator surveillance camera shows a white male in a white coat walking back and forth.
- 9:17 p.m.: A nurse comes out of a patient room. She has been shot in the left arm.
- 9:17 p.m.: Two officers, using hand gestures, try to find out where the shooter is. She doesn't know and walks past the officers.

- Officers contact hospital employees about the shooting and the location of the security control room. An employee only two weeks on the job doesn't know and can't answer questions.
- Officers set up on both sides of the west wing to watch the emergency exit doors.
- Employees and patients are seen waving and yelling from the windows on several different floors.
- More and more officers are entering the hospital. Some officers are looking for the security control room.
- Two officers are by the main hospital elevator when the elevator doors open. People rush out the door. Four of the people on the elevator are white males wearing white jackets.
- People rush out the emergency exit door. Three people are white males wearing white jackets.
- Patients are running over to the officers and are trying to explain what happened. No new intelligence is forthcoming.
- An individual in a fifth-floor window points at a book and throws it to the ground. An officer runs over and picks up the book. Inside are these words: "He is out of bullets and stabbing people with a scalpel. Come quick."
- On the fifth floor, third window from the end, a patient is seen in the window but is thrown out of the window by a white male in a white coat. The victim was an elderly patient.
- 9:18 p.m.: Forty-five law enforcement officers are on scene at the hospital. Some came straight from home and are not in uniform and have no radios.
- Employees and patients are still exiting the building. Many are confused and have more questions than answers.
- Several patients who are exiting the hospital are covered in blood. The blood is from previous injuries and from the shooter.
- Radio dispatcher broadcast: "The shooter is out of bullets and stabbing patients with a scalpel."
- Additional officers enter the hospital. Elevators are jammed with patients, guests, and staff. Several elevators contain patients in hospital beds.
- Emergency exits and stairwells are jammed with people. The individuals, many of them patients, are slowed by their injuries and can barely walk, many sitting on the stairs.
- Stairwells are jammed with medical equipment dropped by evacuating patients.
- Each area of refuge encountered is jammed with patients who cannot navigate the stairs.
- The fire alarm is still sounding.
- Families of patients and hospital employees are arriving at the hospital to help their loved ones.
- 9:18 p.m.: Law enforcement officers move toward the third patient room, using the left or right side of the hallway, but aren't certain whether the shooter is in the room.
- 9:18 p.m.: A white male, with gray hair white and wearing jacket, approximately 65 years old, is sitting in chair in the corner of the left side third window. He is covered in blood.
- 9:18 p.m.: Law enforcement officer directs the man not to move. The officers move quickly toward the man.

- 9:18 p.m.: The man stands up and starts swinging his arm at the officers. In his right hand is a scalpel.
- 9:18 p.m.: Law enforcement officers open fire on the man. The man is shot four times in the chest and falls to the ground but rolls over and gets back up. The man is wearing a ballistic vest.
- 9:18 p.m.: Additional law enforcement officers are running toward the sound of the shooting.
- 9:19 p.m.: The man is shot again by the law enforcement officers, neutralizing the threat.
- Telephone calls are being received in the PBX at the rate of 200 per minute. The PBX system is completely overwhelmed with calls and has frozen up.
- The hospital manager on duty (MOD) is doing the following:
 - Collecting a list of fifth floor patients.
 - Collecting a list of staff members on duty.
 - Looking for the active shooter plan for the hospital, but believes there may not be one.
 - Contacting PBX to determine what information has not been provided and to see whether she is receiving any communications from people on the fourth floor—but can't get through.
- Hospital employees keep arriving at the security control room, asking:
 - What do you want me to do?
 - What is happening?
 - Where do you want me to help?
 - What do I tell my patients?
 - Should we evacuate the hospital?
- Off-duty hospital employees begin arriving at the hospital to aid the injured.
- 9:19 p.m.: Law enforcement officers are stopping each white male in a white jacket and any other white male who fits the shooter's description, regardless of whether they are wearing a white jacket.
- 9:19 p.m.: EMS personnel have been waiting outside the hospital, treating patients and employees who need assistance, but are asking when they can enter the hospital to help the injured on the fifth floor.
- Law enforcement officers are encountering a large number of people, some stopping to raise their hands and dropping to the ground but others just continuing to walk or run away.
- Individuals are exiting the hospital from the emergency exits and main doors, a total of seven different exits.
- Law enforcement officers have different radios and dispatchers but are teaming or grouping before entering the building.
- Law enforcement officers' cell phones continuously go off as different callers are trying to make contact because radio traffic is terrible and messages are coming too quickly.
- Law enforcement officers are trying to learn each other's positions and to relay messages, there being no common channel and some off duty law enforcement officers being without radios.

- Federal agents and detectives are arriving at the hospital. Federal agents have different radios.
- All law enforcement departments, including federal, state, and local agencies, have been trained on active shooter situations, but not together.
- Both PD and SO SWAT teams have been notified and are heading to the hospital.
- The PD helicopter is circling the hospital.
- The news helicopter has been ordered to stay clear of the hospital.
- The mayor wants a complete update regarding the shooting.

Scenario #3 School

For this scenario, look at the active shooting event from three different perspectives and then identify your actions before, during, and after the incident:

- Employees in the administrative office
- Law enforcement and first responders
- Teachers inside the Old Middle School (a fictitious school)

School Overview

- Old Middle School consists of grades 6–8 with a student enrollment of 1,000, about thirty students to a class.
- Forty-seven staff members are present, including admin (7), teachers (37), maintenance (1), nurse (1), and unarmed security (1).
- Old Middle School:
 - The school was built in 1938.
 - It is a single-story brick building with dropdown wooden windows.
 - The school is locked down during normal school hours.
 - Visitor can only access the school through the administrative office.
 - Classroom doors are wooden with double-paned glass windows.
 - The classroom doors can lock but do not have deadbolts.
 - The campus is gated, with two major entrances (main entrance near the administrative office and a second entrance via a side gate by the athletic field and gymnasium).
 - An eight-foot-high chain link fence completely surrounds the school.
- Old Middle School is the oldest school in the city and is located approximately 1 mile from the city center, which includes the police department and fire department.
- Security features:
 - Public address (PA) system broadcasts throughout the school building and grounds.
 - School staff members wear identification cards featuring a picture of the employee.
 - Surveillance cameras are located in the cafeteria, hallways, gym, and all exterior areas, but not in classrooms. Classroom cameras are budgeted for the next fiscal year.
 - Card access is required for the teacher's lounge and administration records room.

- Each classroom has an intercom and a telephone.
- The two major entrances to the school consist of 2- by 2-inch square steel fabricated fencing and two full standing industrial style turnstiles having exit capabilities only.
- The school does not have an active shooter plan but is scheduled to participate in a full-scale exercise with first responders and law enforcement the following month.
- The school has received no threats, hate mail, nor suspicious telephone calls and has not been the subject of any major criminal activity that anyone can remember.
- The administrative office reports no disciplinary problems or issues with the school staff, and no employees have been fired from the school in over two years.
- The school has been discussed for possible closure in approximately two years, but only dependent on school enrollment.
- The school contains only one large parking lot, located by the main entrance.

Law Enforcement Overview

- Law enforcement recently completed active shooter training at the local high school for the first time.
- The active shooter training was the first exercise that both local and federal law enforcement departments participated in jointly.
- Local law enforcement consists of
 - city police department 45 officers
 - sheriff's office 38 deputies
 - school police department 12 officers
 - city marshal's office 10 officers
 - federal agents 8 agents
 - state police 3 officers
- The local law enforcement active shooter plan has not been finalized nor approved.
- The school police department has one officer assigned to each elementary and high school, but two officers patrol the four middle schools.
- The recent active shooter training exercise produced several areas that need to be improved:
 - No radio channel is common to all responders.
 - There is no consistency in semi-automatic rifles; officers may purchase their own if they wish.
 - Equipment and tactical differences exist between agencies.
 - No law enforcement department have ballistic shields, gas masks, or battering rams.
 - Only supervisors have bolt cutters.
 - Not all agencies participated in the exercise.
 - Senior management did not participate in the exercise.

Scenario

- 8:02 a.m.: A 911 operator received this call:

Caller: He is shooting people. Oh, my gosh, he is shooting people.

Operator: Who is shooting?

Caller: A man! He entered our school and he just shot our security guard. He shot him. He's dead. He's dead! He shot him in front of the administrative office.

Operator: What school is it?

Caller: Old Middle School.

Operator: What does he look like?

Caller: White, white, yeah, white. Mid twenties, skinny, maybe 140 pounds, a close haircut, I think brown. I don't know. I don't know. This is terrible.

Operator: What was he wearing?

Caller: Jeans and a white shirt and a black baseball cap.

Operator: What type of gun?

Caller: "A rifle of some type, but he could have more, I don't know. I don't know. It all happened to fast. Oh, yeah—he was carrying a black bag.

Operator: Where is he right now?

Caller: He went into the school, toward the classrooms. I don't know which wing. He shot at me. He pointed the gun at me and shot. I ducked back into the office. I don't know who he is. Come quickly. We need help. We need help now. Save the kids.

Operator: Stay on the line. Help is on the way.

Caller: The security guard isn't moving. This can't be happening. The security guard isn't moving. This can't be happening.

Operator: Help is on its way. Stay calm.

Caller: Okay. Oh no, there's more shooting. The kids are screaming. They need help. Oh, my God, come quickly. We need help now. Right now!

- Dispatcher: An active shooter call is sent to all law enforcement agencies.
- 8:04 a.m.: A 911 operator receives this call:

Caller: I am a seventh grade teacher at Old Middle School. A man with a gun is walking down the school hallway. Is he a policeman? The school administrative office is not answering their phone.

Operator: Can you describe the man?

Caller: He is a white male, a big guy, wearing a white shirt and blue jeans. He was carrying a shotgun, I think. He just entered Room 222.

Operator: Stay on the line, please.

Caller: I hear screaming coming from Classroom 222. Send help now.

Two gun shots are heard over the telephone.

Operator: How many shooters are there?

Caller: Students are running out of the classroom into the hallway. There is another shot and another shot. Send help now. Why aren't the police here?

- The Old Middle School executes its lockdown procedures.
- Two of the classrooms have substitute teachers, who do not know the lockdown procedures.

- The police helicopter has left the airport and is heading toward the school.
- 8:06 a.m.: Three patrol cars arrive at school.
- 8:06 a.m.: A 911 operator receives another call:

Caller: Oh, my gosh, one of the students has just been shot in the hallway. I can see the shooter dragging a teacher on the floor by her hair.

- The shooter fires two more shots at students who are running to get away. One student falls to the ground.
- The administrative office is calling each classroom near Room 222 to determine whether there are any injuries and to instruct them to lock down.
- Some students are using their cell phones to call their parents.
- Other students are receiving text messages from their parents.
- Teachers are trying to keep their students quiet by using hand gestures.
- Teachers are moving students away from doors and grouping students together behind anything they can find.
- Teachers are receiving cell phone calls and text messages from students' parents.
- Teachers are using cell phones to communicate with other teachers within the school to see what they know and to try and to out where the shooter is.
- Some teachers are afraid to answer their cell phones, or have turned off their phones' ringers.
- Students are very frightened, want the shooting to stop, and want to leave.
- Students are crying; some are in shock and are afraid to move.
- Students are afraid to say anything or make any noise for fear of being killed.
- Teachers and students are listening to every sound, constantly watching doors and looking out windows for the police.
- 8:06 a.m.: First responders are beginning to arrive at the school.
- First responders will not enter the building until instructed to do so by their supervisors.
- Students from other classrooms are seen frantically waving for help.
- Some students are seen jumping out of the windows of one classroom.
- 8:07 a.m.: Four more patrol cars arrive at the school.
- 8:07 a.m.: Three officers are in the school, working their way to Classroom 222. The officers are from two different departments.
- 8:07 a.m.: Two unmarked law enforcement vehicles arrive on scene.
- A detective and federal agents enter the school and head toward the administrative office to view the surveillance cameras.
- 8:08 a.m.: The parents of students who live nearby are arriving at the school and want to get their kids right away. One of the parents is very upset and is threatening to enter the school on his own unless his son is brought to him.
- 8:08 a.m.: Three officers are outside Room 222. The door is closed, and no noise is heard inside the classroom.
- 8:08 a.m.: Two officers are outside the building, looking into Classroom 222. The shooter is not seen.

- 8:09 a.m.: three officers enter Classroom 222. The shooter is not in the room. Four students have been shot, and approximately 15 students are huddled in the corner of the classroom.
- 8:09 a.m.: Police officers inside the administrative office play back surveillance tapes to see where the shooter has gone.
- 8:09 a.m.: The surveillance camera shows the shooter walk over to the wall and pull the fire alarm.
- The administrative office, over the PA system, tells all classrooms to ignore the fire alarm and stay in lockdown.
- 8:09 a.m.: The shooter enters Classroom 233 after shooting the door open, then points his rifle at the teacher and shoots her twice. The shooter points his rifle down the hallway. The shooter is seen yelling, but there is no one in the hallway.
- 8:09 a.m.: More law enforcement officers are entering the school from three different directions.
- 8:10 a.m.: The shooter begins shooting at the three officers exiting Room 222. One officer is wounded in the leg.
- Students in Classroom 233 begin to panic and start jumping from the windows. Several of the students injure themselves on broken glass even though the building is only a one story building. The students are running in no particular direction. Other students are frozen in place or in shock.
- The shooter moves to classroom 235 and attempts to open it, but it is locked.
- Teachers continue to call the administrative office for updates while still receiving text messages and cell phone calls.
- 8:11 a.m.: The surveillance camera shows the shooter entering Classroom 237, after which he throws a black bag into the hallway. A review of surveillance tapes shows the shooter looking through the black bag and picking up several different items, then placing them back into the bag.
- 8:11 a.m.: Police officers exchange gunfire with the shooter.
- The administrative office notifies the detective and federal agents that Classroom 237 is vacant. No students are visible, and both exit doors to the classroom are accessible from the hallway.
- Law enforcement officers are now monitoring all school surveillance cameras.
- First responders are directing students who jumped out of the windows to come toward their position.
- First responders are beginning to assist injured students.
- Law enforcement officers are guarding all school exits and are closely checking each person evacuating the school to ensure that shooter is among them.
- School maps on room locations and exits/entrances are provided to law enforcement officers.
- The school administrative office phones are overwhelmed. The administrative office is trying only to answer phones from teachers in lockdown.
- The school administrative office reviews its checklist of emergency contact notifications, but unfortunately not all the contact names and numbers are accurate.

- The school administrators' consider evacuating classrooms that are not in the active shooter's area.
- The administrative office is busy locating the student daily attendance rosters for students in the affected classrooms.
- The administrative office is locating files on all teachers in the affected classrooms.
- More and more parents are arriving at the school to pick up their children.
- First responders block the streets; some responders must park more than three blocks away.
- Television news crews are beginning to arrive at the scene.
- A news helicopter is now flying over the school.
- The governor's office is calling for updates.
- Ambulances are arriving but can't get close to the school to help the students.
- First responders are contacting the parents of students who are at the school to see whether they have received calls from their kids located inside school. First responders are also trying to determine student locations, the location of the shooter, and information about the shooter, such as his name, the number and types of his weapons, what is inside the black bag, and what he has said or asked.
- First responders are maintaining contact with all first responders to work effectively in this active shooter incident, including through interior, exterior, and camera surveillance; crowd control; coordination; and communication.
- 8:12 a.m.: SWAT arrives at the school. Members are not dressed in tactical gear but have their equipment and weapons.
- The bomb squad is called because of a black bag thrown into hallway. It could contain an IED or other weapons such as gas or smoke.
- 10:13 a.m.: The shooter again shoots at officers, around the doorframe without aiming, then tosses a dark object into the hallway. A few seconds later, a white smoke grenade explodes, filling the hallway with thick white smoke.
- 10:13 a.m.: The shooter begins firing out the windows toward the first responders and bystanders.
- 10:13 a.m.: The school's surveillance cameras show only the lower half of the shooter, who is seen in the hallway trying to enter Classroom 240—but the door is locked.
- Screaming is heard coming from Classroom 240.
- The shooter's position is radioed to all first responders.
- 10:13 a.m.: A second team of officers enters from the emergency exit and approaches to approximately sixty feet from Classroom 240 and the shooter.
- 10:13 a.m.: The shooter is neutralized by the first responders.

Summary

The shooter may have been neutralized, but numerous areas and concerns still need addressing by first responders and the Old Middle School staff and administrators. What are they? Did you forget about the mysterious large black bag that could contain an improvised explosive device (IED) or the number of classrooms still in lockdown? If you have an active shooter plan, are each of the above points under consideration? Are the challenges clearly identified in your plan?