

Active Shooter Guidance – DEMA Directive 80.1

Anti-Terrorism Program

This guidance prescribes policies and procedures while assigning responsibilities for the Arizona National Guard Antiterrorism Program and Active Shooter response measures.



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Office of the Adjutant General

Effective: 15 May 2013

Arizona National Guard
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Antiterrorism – AZNG/DEMA Active Shooter Guidance

By Order of the Adjutant General:



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Major General, AZ ARNG
The Adjutant General

Summary. This Active Shooter Guidance prescribes policies and procedures and assigns responsibilities for the Arizona Department of Emergency and Military Affairs, Antiterrorism Program, Active Shooter response measures. This program implements DoD 2000.12, DoD Antiterrorism (AT) Program and DoDI 2000.16, DoD Antiterrorism (AT) Standards, FM 3-19.30 Physical Security, AR 190-13 Army Physical Security Program, DoD I 6055.17 Installation Emergency Management (IEM) Program and provides guidance and mandatory standards for protecting Arizona National Guard, DEMA, ADEM and civilian personnel from Active Shooter incidents on AZNG military installations.

Applicability. This Guidance applies to the Arizona Department of Emergency and Military Affairs (DEMA) to include: Army National Guard, Air National Guard, Wings, Major Commands (MACOMs), Units, and the Arizona Division of Emergency Management (ADEM).

Proponent and Exception Authority. The proponent of this Guidance is the Adjutant General (TAG) of the Arizona National Guard (AZNG)/Director, Department of Emergency and Military Affairs (DEMA). The proponent may delegate this approval authority, in writing, to a deputy chief-of-staff within the AZNG, in the grade of colonel and above, or the civilian equivalent.

This Active Shooter Guidance establishes plans to implement the AZNG Active Shooter response measures. The Guidance prescribes the minimum active shooter response measures for AZNG units, activities and personnel. **This Guidance is in compliance with Army Pamphlet 525-27 Army Emergency Management Program, dated September 20, 2012.**

Executive Summary

Over the past several years our nation has experienced a growing trend of sporadic engagements of mass violence directed at targeted individuals, groups, and random bystanders. The appearance and characteristics of the individuals committing these acts are as diverse as society.

These episodes have come to be termed "**active shooter**" incidents and are unique in that the behavior of the suspects is very different from that typically associated with other violent behaviors. Unlike most criminals, active shooters are likely to continue to use deadly physical force until intervention occurs, until the shooter decides to stop or until neutralized by Law Enforcement. Suspect(s) generally begin to shoot at numbers of people without warning. The motives for these behaviors can range from rage, vengeance, or mental dysfunction.

The incidents experienced across the country suggest that the typical police response involving containment, isolation, and negotiation may not be adequate. Clearly, response to an active shooter is one of the most dynamic situations that anyone will ever face. Prior to the arrival of police personnel, how you respond to an active shooter will be dictated by the specific circumstances of the encounter, keeping in mind there could be more than one shooter involved in the same situation. If you find yourself in an active shooter situation, try to remain as calm as possible and use these suggested actions to help you plan a strategy for survival. **Keep in mind, the entire area is still a crime scene.**

It is not unusual for a tactical team to arrive at the scene of a barricaded incident and find that patrol personnel have contained the suspect within a secure perimeter. There is generally time for the tactical team to deploy their personnel without serious concern of the suspect(s) escaping. Once the incident has been isolated, time enables patrol and/or tactical personnel to formulate a structured and deliberate plan.

However, Active Shooter scenarios require immediate action and rapid deployment of patrol personnel prior to the arrival of the tactical team. In these cases delayed deployment could have catastrophic consequences. These scenarios often involve an ongoing "shots fired or downed officer/citizen rescue." It necessitates the immediate and rapid deployment of Security Force (SECFOR) and law enforcement personnel to contain and prevent the escape of an armed and dangerous person(s).

The active shooter concept represents a shift in patrol response tactics, equipment needs, and Command protocol. These situations require the initial police responders arriving on the scene to have the authority and the capability to take action without waiting for command staff or for the arrival of specialty units such as Law Enforcement Special Operations (SWAT) or Crisis Negotiators.

The intent of the AZNG active shooter guidance is to establish policy and procedures for employee safety, and define actions by initial responding Law Enforcement (LE) personnel and/or Security Force (SECFOR) personnel with the authority and responsibility to take immediate action to contain and if necessary, neutralize active shooter incidents.

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ACTIVE SHOOTER INTRODUCTION

1.1 Purpose

The goal of the Arizona Active Shooter response guidance is to effectively protect personnel. This guidance outlines response measures for all personnel to protect themselves during an Active Shooter incident. Understanding these response actions will facilitate Law Enforcement intervention of the Active Shooter(s).

The goal of law enforcement/security force intervention in active shooter incidents is to neutralize the threat(s) by preventing access to potential victims, rescuing injured persons and potential victims, or a movement to neutralize the shooter(s). This goal can be achieved by various means, up to and including, the use of deadly physical force.

1.2 Authorities

The proponent of this guidance is the Adjutant General/Director - Department of Emergency and Military Affairs. SECFOR Emergency Response SOP's must be submitted to the JFHQ, Director of Military Support for situational awareness for each installation.

1.3 References

AR 525-27	Army Emergency Management Program (Dated: 20 September 2012)
DoD I 6055.17	DoD Installation Emergency Management (IEM) Program (Dated: 19 November 2010)
AR PAM 525-27	Army Emergency Management Program (Dated: 20 September 2012)
AR 190-13	The Army Physical Security Program (Dated: 30 September 1993)
FM 3-19.30	Physical Security (Dated: 8 January 2001)
AR 525-13	Antiterrorism (Dated: 11 September 2008)
DoD 2000.12	DoD Antiterrorism (AT) Program (Dated: 1 March 2012)
DoD I 2000.16	DoD Antiterrorism (AT) Standards (Dated: 8 December 2006)
AR 530-1	Operations Security (OPSEC) (Dated: 19 April 2007)
DHS	DHS Guidance: Active Shooter – How to Respond
AFI10-245	Antiterrorism (Dated: 21 September 2012)
AFPAM 36-2241	Chapter 5- Emergency Management (1 October 2011)
161 ARWVA 1	(per AFMAN 31-201V4) 161 ARW Active Shooter Threat Aid

1.4 Antiterrorism (AT) Principles:

- a. **Assess:** Educate the community on indicators of potential violence and encourage suspicious activity reporting.
- b. **Monitor:** Adaptation of active shooter tactics to include targeting of first responders.
- c. **Detect:** When multiple attackers are present or move to new locations, methods to track and maintain a common operating picture (COP) are necessary to engage/re-engage the threat.
- d. **Warn:** Plan the use of mass warning systems (e.g., giant voice, public service announcements, and social Networks such as Twitter/Facebook) to alert the community of the threat.
- e. **Defend:** Increase Force Protection Condition to isolate the scene and posture for potential follow-on attack.
- f. **Recover:** Implement mass casualty plans; preserve evidence; manage release of public information.
- g. **Protect:** Sensitive investigative information.

1.5 Concerning Behavior

In the daily work environment sometimes behaviors of concern have gone unreported until a tragedy occurs, and then people come forward with bits of information that, in retrospect, may have signaled a larger issue. This information when viewed collectively may be helpful in preventing tragic events and initiating assistance to an individual. The Arizona Department of Emergency and Military Affairs is committed to a proactive approach and needs your help. As an employee of the State of Arizona or a member of the AZNG, if you observe any behavior that causes concern, alert your chain of command or the post Security Force, and provide detailed information if able. This report goes to the Joint Operations Center (JOC) and is forwarded to appropriate personnel.

1.6 Characteristics of an Active Shooter

The following is a list of characteristics commonly associated with active shooter suspects. The list is compiled from descriptions of past active shooters and not meant to be a comprehensive list describing all active shooters. Each active shooter situation is unique!

- a. Active shooters usually focus on assaulting persons with whom they come into contact. Their intention is usually an expression of hatred or rage rather than the commission of a crime.
- b. An active shooter is likely to engage more than one target. Active shooters may be intent on killing a number of people as quickly as possible.

c. Generally, the first indication of the presence of an active shooter is when he or she begins to assault victims verbally or physically in the work place.

d. Active shooters often go to locations where potential victims are close at hand, such as Armory drill floors, full-time offices and parking lots. Active shooters may act in the manner of a sniper, assaulting victims from a distance. Active shooters may also engage multiple targets while remaining constantly mobile.

e. Tactics such as containment and negotiation, normally associated with standoff incidents may not be adequate in active shooter events. Active shooters typically continue their attack despite the arrival of emergency responders.

f. Active shooters are often better armed than the police, sometimes making use of explosives, booby traps and body armor. Active shooters are not limited to the use of firearms in accomplishing their attacks on victims. They may use bladed weapons, vehicles, or any tool that, in the circumstance in which it is used, constitutes deadly physical force.

g. Active shooters may have a planned attack and be prepared for a sustained confrontation with the police. Historically, active shooters have not attempted to hide their identity or conceal the commission of their attacks. Escape from the police is usually not a priority of the active shooter.

h. Active shooters may employ some type of diversion.

i. Active shooters may be indiscriminate in their violence or they may seek specific victims.

j. Active shooters may be suicidal, deciding to die in the course of their actions either at the hand of others or by self-inflicted wound.

k. Active shooters usually have some degree of familiarity with the building or location they choose to occupy.

l. Active shooter events are dynamic and may go in and out of an "active" status; a static incident may turn into an active shooter event or an active shooter may go "inactive" by going to a barricaded status without access to victims.

1.7 Mentality of Active Shooter

a. Desire is to kill and seriously injure without concern for their safety or threat of capture.

b. Normally has intended victims and will search them out.

c. Accepts targets of opportunity while searching for or after finding intended victims.

d. Will continue to move throughout building/area until stopped by law enforcement, suicide or other intervention.

e. Employees that have knowledge of a potentially hostile situation (i.e., termination of an employee, a domestic disturbance, threat of violence) will notify the chain of command and the Director of Military Support Office via the Joint Operations Center (JOC) at X-2583 or 4324.

How to Respond in an Active Shooter Incident

2.1 What You Should Do

Quickly determine the most reasonable way to protect your own life. Remember that others are likely to follow the lead of employees and managers during an active shooter situation.

a. Barricade or Seek Secure Area

It is imperative to ensure you minimize access for the active shooter into your work area. Controlling access into office/work space will include:

1. If you are in an office, stay there and secure the door. If you are in a hallway, get into a safe and secure room, and lock the door.
2. Place large or heavy objects in front of access points or doors.
3. Turn off the lights. Close window blinds.
4. Turn cell phones to silent. Minimize noise and remain quiet.
5. Move away from door accesses and minimize chances of being hit with bullets fired through doors. If you can do so safely, get all occupants on the floor and out of the line of fire.
6. CALL 911 (use of PBX phones alerts the JOC who will coordinate response of Law Enforcement/SECFOR and medical personnel). If you cannot speak, leave the line open and allow the dispatcher to listen.
7. Do Not Attempt evacuation unless told to do so by Law Enforcement or Security Force personnel.

b. 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:

1. If possible, develop a plan of action.
2. Act aggressively as possible against him/her.
3. Use throwing items and improvised weapons.
4. Commit to your actions. Use overwhelming force until the threat is neutralized.

c. Common Actions

The actions below are actions common to all scenarios:

1. Minimize Exposure. Always consider the risk of opening the door for any reason. The assailant may not stop until his objectives have been met or until engaged and neutralized by law enforcement.
2. Attempts to rescue people should only be made if the rescue can be accomplished without further endangering the persons inside of a secured area.
3. Be aware that the assailant may bang on the door, yell for help, or otherwise attempt to entice you to open the door of a secured area.

4. Realize that law enforcement responders may not be able to distinguish the assailant from bystanders until the threat is neutralized.
5. If there is any doubt about the safety of the individuals inside the room, the area should remain secured.

2.2 Active Shooter Outside the Building

If the shooter is outside the building and you are inside, you should:

- a. Turn off all the lights, close and lock all windows and doors.
- b. Call 911 and notify the Joint Operations Center (JOC) immediately. JOC will initiate the mass notification system and coordinate response efforts.
- c. Barricade windows and doors using whatever is available – desks, file cabinets, books, other furniture. If you can do so safely, get all occupants on the floor and out of the line of fire.
- d. Close blinds and silence cell phones.
- e. Keep yourself out of sight and take adequate cover/protection (i.e. concrete walls, thick desks, filing cabinets, or any other object that will stop bullet penetration).
- f. Identify and obtain improvised weapons.
- g. Move to a safe area of the building if safe to do so, and remain there until Law Enforcement personnel indicate that it is safe to move. Do not respond to commands until you are certain they are issued by a police officer or Security Force personnel. JOC will not give an “all clear” unless released to do so by the incident command team.

2.3 Active Shooter Inside the Building

If the shooter is inside the building, you should:

Remain calm, and follow these steps in addition to 2.2:

- a. If you cannot find a secure area, you may look for an exit you can reach safely, moving away from the shooter(s), following safe evacuation instructions. Consider doors, windows and any other reasonable exit that will remove you from the direction of the shooter.
- b. If you see Law Enforcement, continue movement towards a safe area, keeping your hands visible. Wait for them to interact with you. If they do not see you, stay still and identify yourself calmly, drop any improvised weapons and show them your hands with your palms facing towards them, waiting for their instructions. Indicate if possible the direction and number of shooters.
- c. Active shooter response requires individual decisions; in a room the leader will take charge.
- d. Call 911 and notify the JOC immediately.

If you are in an outside area and encounter an active shooter, you should:

- a. Remain calm.
- b. Move away at angles from the active shooter or the sounds of gunshot(s) to avoid being a soft target.
- c. Look for appropriate locations for cover/protection (i.e. brick walls, retaining walls, large trees, parked vehicles, or any other object that may stop bullet penetration).
- d. Try to warn other bystanders to take immediate shelter.
- e. Call 911 and notify the JOC immediately at X-2583 or 4324.

2.4 Active Shooter Inside the Room

If the active shooter enters your office or work area, there are no set procedures. The decision to flee or seek shelter inside the room can only be made by you and is dependent upon the circumstances. The following steps should be considered:

- a. Try to remain calm; it will aid you in decision making.
- b. Call 911 if possible, and alert police to the shooter's location.
- c. If you can't speak, leave the line open so the dispatcher can hear what is taking place. Usually the location of a caller can be determined without speaking.
- d. If there is absolutely no opportunity of escape or concealment and the shooter is not actively firing on victims, it might be possible to negotiate with the shooter.
- e. If the shooter has fired on victims you are faced with a life or death situation; only you can consider your next course of action.
- f. After all other options have been exhausted, you may be faced with the decision to overpower the shooter with force by whatever means necessary.

2.5 Active Shooter Leaves the Room

- a. If the shooter leaves the area and the environment appears safe, attempt to re-secure the room as stated above. If the room cannot be secured, move ALL personnel to a safe area, including casualties.
- b. Treat any casualties in your immediate area. Receive medical guidance from the 911 dispatcher until EMS personnel arrive.
- c. Do not touch anything that was in the area of the shooter because of the possibility of explosives being left and the destruction of crucial evidence.

2.6 Emergency Reporting

Emergency situations should be reported to law enforcement by dialing 911. You may hear multiple rings – stay on the line until it is answered - do not hang up.

Be prepared to provide the 911 operator and JOC staff with as much information as possible, such as the following:

- a. The number of shooters.
- b. Where you are located, including building number and room number.
- c. Number of people at your specific location.
- d. Injuries, if any, including the number of injured and types of injuries.
- e. Specific location and direction of the assailant.
- f. Gender, race, and age of the assailant.
- g. Language or commands used by the assailant.
- h. Clothing color and style.
- i. Physical features – e.g., height, weight, facial hair, glasses.
- j. Type of weapons – e.g., handgun, rifle, shotgun, explosives.
- k. Description of any backpack or bag.
- l. Do you recognize the assailant? Do you know their name?
- m. What exactly did you hear – e.g., explosions, gunshots, etc.
- n. Your name and other information as requested.

Try to provide information in a calm clear manner so that the 911 operator quickly can relay information to responding law enforcement and emergency personnel.

Treat the injured; if possible without exposure (first opportunity). The 911 operator will notify law enforcement and other emergency service (EMS) agencies – fire and rescue. EMS will respond to the site, but will not be able to enter the area until it is secured by law enforcement.

***You may have to treat the injured as best you can until the area is secure.**

2.7 How to React when Law Enforcement/SECFOR Arrives

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. Depending on the situation, they may be joined by officers from different agencies and dressed in different uniforms. There may even be some officers in civilian clothes wearing an external bulletproof vest. Some officers may be dressed in Kevlar helmets and other tactical equipment. They may be armed with rifles, shotguns or handguns. 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. Do not leave until law enforcement authorities have instructed you to do so.

a. **Law Enforcement Purpose.** 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 or shooter was seen.

1. Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment. Some officers may be in civilian clothes wearing an external bulletproof vest.
2. Officers may be armed with rifles, shotguns, handguns.

3. Officers may use pepper spray or tear gas to control the situation.
4. Officers may shout commands, and may push individuals to the ground for their safety.
5. Responding police officers are trained to proceed immediately to the area where the shots were last heard; their purpose is to stop the shooting as quickly as possible.
6. The first officers to arrive will not stop to aid injured victims; rescue teams composed of additional officers will follow the first team into secured areas and remove injured persons.

b. Arrival of Law Enforcement: How to react when law enforcement arrives:

1. Stay calm. Do not make sudden movements. Remain inside the secure area until it is safe to evacuate.
2. Law enforcement will locate, contain, and stop the assailant. Do not interfere with their mission to protect you.
3. The assailant may not flee when law enforcement enters the building, but instead may target arriving officers.
4. Immediately raise hands and spread fingers.
5. Lay on the ground with your hands visible. Put down anything in your hands.
6. Avoid making quick movements toward officers such as holding on to them for safety.
7. Do not yell anything or point at the police or the shooter.
8. Follow police instructions. Do not approach police unless instructed to do so.
9. Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises.

c. Information. Provide to law enforcement or 911 operators:

1. Location of the active shooter.
2. Number of shooters, if more than one.
3. Physical description of shooter/s.
4. Number and type of weapons held by the shooter/s.
5. Number of potential victims at the location.

d. Injured Persons. Initial responding officers will not treat the injured or begin evacuation until the threat is neutralized and the area is secure.

1. You may need to explain this to others in order to calm them.
2. Once the threat is neutralized, officers will begin treatment and evacuation.

e. Post-Incident Evacuation. Responding officers will establish safe corridors for persons to evacuate. Proceed in the direction from which police are entering the building, keeping your hands visible at all times.

1. Remain in secure areas until the path to an exit is secured by law enforcement.
2. Leave your personal belongings.
3. Keep your hands visible. You may be instructed to keep your hands on your head.
4. You may be searched.

5. You may be escorted out of the building by law enforcement personnel. Follow their directions.
6. After evacuation you may be taken to a staging or holding area for medical care, interviewing, counseling, etc.
7. Once you have been evacuated you will not be permitted to retrieve items or access the area until law enforcement releases the crime scene.

Active Shooter Training

3.1 Training your Staff for an Active Shooter Situation

To best prepare your staff for an active shooter situation, obtain a copy of the Active Shooter Guidance, and conduct training exercises. Together, the active shooter guidance and training exercises will prepare your staff to effectively respond and help minimize loss of life.

3.2 Creating the Active Shooter Guidance

The Guidance will be developed with input from Security Forces, Antiterrorism Officers, Command staff, local law enforcement and emergency first responders.

Active Shooter Plan includes:

- a. A preferred method for reporting emergencies (documentation).
- b. Emergency procedures and post-incident evacuation procedures.
- c. Contact information and responsibilities of individuals to be notified.
- d. Information concerning local area hospitals (i.e., name, telephone number, and distance from your location).
- e. Plans to conduct one drill or exercise annually.
- f. An emergency notification system to alert personnel including:
 1. Individuals at remote locations within premises
 2. Local Law Enforcement and first responders.
 3. Local area hospitals

3.3 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. ADEM is an excellent resource in designing training exercises. Exercises should include Tactical Intervention, MEDEVAC, Incident Command, communication, and Crisis Management. Training should address:

- a. Recognizing the sound of gunshots
- b. Reacting quickly when gunshots are heard and/or when a shooting is witnessed
- c. Barricading and actions in a safe area; Actions against the shooter
- d. Calling 911
- e. Reacting when law enforcement arrives
- f. Adopting the survival mind set during times of crisis
- g. **TRAINING YOUR STAFF FOR AN ACTIVE SHOOTER SITUATION**
- h. Identify additional training needed (i.e. NIMS, ICS, Etc...)

3.4 Additional Ways to Prepare For and Prevent an Active Shooter Situation

a. Preparedness

1. Identify safe areas within your workspace.
2. Post active shooter guidance in inconspicuous locations throughout your facility.
3. Include local law enforcement and first responders during training exercises.
4. Encourage law enforcement, emergency responders, SWAT teams, K-9 teams, and bomb squads to train for an active shooter scenario at your location.
5. Conduct active shooter exercises in your facility.
6. Complete appropriate NIMS and ICS training.

b. Prevention

1. Foster a respectful workplace.
2. Be aware of indications of workplace violence and take remedial actions accordingly.
3. Control access for recently fired employees and anyone designated as a threat.

RESPONSIBILITIES

4.1 Responsibilities of Key Departments during an Active Shooter Situation

a. Human Resources' Responsibilities:

Your human resources department, building/facility managers and security staff 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:

1. Conduct effective employee screening and background checks
2. Create a system for reporting signs of potentially violent behavior
3. Make counseling services available to employees
4. Practice implementing the Active Shooter Guidance, which includes After Action and Improvement Planning.
5. Arizona State Emergency Procedures Quick Reference Guide for every phone and/or work station; updated annually.

b. Building/Facility Manager Responsibilities:

1. Institute access controls (i.e., keys, security system pass codes)
2. Distribute critical items to appropriate managers/employees, including:
 - a. Floor plans.
 - b. Keys for building and office access for emergency responders.
3. Facility personnel lists and telephone numbers.
4. Coordinate with the facility's security department to ensure the physical security of the location.
5. Assemble crisis kits containing:
 - a. Radios.
 - b. Floor plans.
 - c. Staff roster and staff emergency contact numbers.
 - d. First aid kits.
 - e. Flashlights.
 - f. Update and place removable floor plans near entrances and exits for emergency responders.
 - g. Activate the emergency notification system when an emergency situation occurs.
 - h. Practice implementing the Active Shooter Guidance, which includes After Action and Improvement Planning.

c. Director of Military Support Office (DOMS)

The DOMS office is responsible for developing and implementing plans and procedures for safeguarding personnel against an active shooter situation.

1. A State Active Shooter Training Program.
2. Develop guidance which includes policies and procedures for dealing with an active shooter situation, as well as After Action Planning.

3. Investigate report of threats or violence, perceived or real, in the workplace and forward reports through appropriate levels of authority.
4. Develop, with SECFOR and local Law Enforcement, SOPs to coordinate response efforts in dealing with active shooter incidents.
5. Alerts the Command Staff in conjunction with the JOC.
6. Conduct Yearly review of the State and Installation Active Shooter guidance, SOP's.

d. Installation Commanders

Installations will develop site specific plans which are coordinated with local emergency responders.

1. Installation will develop SOP's in coordination with SECFOR and local law enforcement agency response efforts. SOP's should be considered "Confidential" and reviewed by the DOMS.
2. Identify an Incident Management Team structure for the Installation and provide a copy to AZ JOC.
3. Ensure Communication connectivity from IMT to AZ JOC.
4. Identify a "Emergency Contact Roster" and provide a copy to AZ JOC.
5. Initiate an Incident Management Team structure, and when appropriate integrate into a Unified Command structure with local emergency responders.
6. Develop a system for documenting the incident using appropriate NIMS/ICS forms.
7. Complete Incident documentation and provide copy to AZ JOC within 45 days of the close of the incident. After Action Reports and Improvement Plans should be completed and submitted to the DOMS within 90 days of the incident.

e. Installation Security Forces (SECFOR)

The decision to advance on the suspect(s) is a decision that the on-scene first responders must make. The multitude of variables in such a circumstance requires a rapid assessment of the situation, a decision as to the best tactics to implement and the timely action necessary to resolve the incident.

Upon notification or observation of an active shooter incident Security Forces will take the following actions:

1. Take appropriate action if in immediate danger in accordance with SOPs and Rules of Use of Force (RUF).
2. Call 911 and notify State JOC immediately.
3. Assist with traffic control point (TCP) operations.
4. Provide assistance to local first responders, if applicable, by:
 - a) Directing First Responders to the incident areas.
 - b) Coordinating Incident resources and Personnel Accountability Reports (PAR).
 - c) Provide SECFOR radio for the local law enforcement Incident Commander or switch to a pre-designated radio channel to establish communications.
5. Assist local law enforcement as requested up to and including assisting in the search of buildings and areas.

6. Shift supervisors will assess manpower allocations to best support local law enforcement efforts.

f. AZNG Joint Operations Center (JOC). Upon notification of an active shooter incident the JOC will take the following actions.

1. Act as the command center for coordination of response efforts and information. Be prepared to track the situation, route messages between personnel involved and first responders, etc.
2. Have pre-written notifications and databases ready for the emergency notification system to alert Command Staff, and/or the Incident Management Team (IMT) in the event of an emergency.
3. Complete Incident documentation and provide copy to the DOMS within 10 days of the close of the incident. After Action Reports and Improvement Plans should be completed and copied to the DOMS within 30 days of the incident.
4. Be able to integrate with ADEM EOC for communication, coordination and support of resources.
5. Develop Active Shooter checklists for JOC operations.

4.2 Management Teams

a. Command Staff (Crisis Management Team) This team consists of Arizona National Guard Command staff determined by the TAG and/or ATAG-Joint for overall decision making authority concerning Arizona National Guard staff, equipment and resources.

Command Staff/Crisis Management Team will consist of:

1. TAG
2. ATAG- Joint
3. ATAG- Army
4. ATAG- Air
5. Appointed Joint Staff
6. Staff Judge Advocate
7. PAO
8. Director of Military Support

b. AZ JOC Incident Management Team (JOCIMT)

AZ JOC Incident Management Team will consist of:

1. Director of Military Support
2. DOMS Plans and Operations Officer – Operations
3. DOMS Plans and Operations Officer – Planning
4. JOC Watch Chief
5. Appointed Staff

c. Incident Management Team (IMT) if needed establishes at the incident an Arizona National Guard IMT could be created to help manage a catastrophic incident within the State of Arizona. Staff in this IMT would need to meet federal NIMS and ICS requirements.

Incident Management Team Staff will consist of:

1. Incident Commander (Command Staff)
2. Safety Officer (Command Staff)
3. PAO (Command Staff)
4. Liaison Officer (Command Staff)
5. Operations Section Chief (General Staff)
6. Planning Section Chief (General Staff)
7. Logistics Section Chief (General Staff)
8. Finance Section Chief (General Staff)

Workplace Considerations

5.1 Reactions of Managers during an Active Shooter Situation

a. Employees and personnel are likely to follow the lead of managers during an emergency situation. During an emergency, managers should be familiar with the Active Shooter Guidance, have reviewed it annually, and be prepared to:

1. Take immediate action.
2. Remain calm.
3. Lock and barricade doors.
4. Ensure Emergency Operations Plans (EOPs), evacuation instructions and any other relevant information address individuals with special needs and/or disabilities.

5.2 Recognizing Potential Workplace Violence

a. 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 Command or Human Resources Department if you believe an employee or coworker exhibits potentially violent behavior. 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):

1. Increased use of alcohol and/or illegal drugs.
2. Unexplained increase in absenteeism; vague physical complaints.
3. Noticeable decrease in attention to appearance and hygiene.
4. Depression / withdrawal.
5. Resistance and overreaction to changes in policy and procedures.
6. Repeated violations of company policies.
7. Increased severe mood swings.
8. Noticeably unstable, emotional responses.
9. Explosive outbursts of anger or rage without provocation.
10. Suicidal; comments about “putting things in order”.
11. Behavior which is suspect of paranoia, (“everybody is against me”).
12. Increasingly talks of problems at home.
13. Escalation of domestic problems into the workplace; talk of severe financial problems.
14. Talk of previous incidents of violence.
15. Empathy with individuals committing violence.
16. Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes.

5.3 Managing the Consequences of an Active Shooter Situation

a. After the active shooter has been incapacitated and is no longer a threat, The Incident Management Team, Command Staff, and human resources should engage in post-event assessments and activities, including:

1. An accounting of all individuals at a designated assembly point to determine who, if anyone is missing and potentially injured.
2. Determining a method for notifying families of individuals affected by the active shooter, including notification of any casualties whereabouts i.e. hospital locations.
3. Assessing the psychological state of individuals at the scene, and referring them to health care specialists accordingly.
4. Identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter (LESSONS LEARNED).

b. 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:

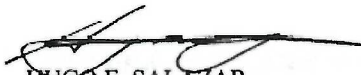
1. Serving as documentation for response activities
2. Identifying successes and failures that occurred during the event
3. Providing an analysis of the effectiveness of the existing guidance
4. Describing and defining changes for making improvements to the plan

c. Commanders considerations:

1. Incorporate the principles of Incident Management and Incident Command into the response effort.
2. Implement emergency action plans and active shooter scenarios during force protection exercises.
3. Be prepared to address immediate mental health needs of victims, families and responders.

APPENDIX A

DEMA Workplace Violence Policy Letter

ARIZONA Department of Emergency and Military Affairs POLICY LETTER	POLICY LETTER NO. 80.01	
	DATE 1 FEB 2010	OPR AZAA-DOMS
SUBJECT: Workplace Violence	REGULAR POLICY LETTER DISTRIBUTION (POLICY LETTER 10.01)	
<p>1. It is my policy to promote a safe work environment for all DEMA employees. We will not tolerate violence in the workplace, and we will make every effort to prevent it. Command emphasis and leadership's attention to causative factors of violence and intervention are essential to minimize the effects on the work force.</p> <p>2. "ZERO TOLERANCE" is the DEMA position on threats and violence in the workplace; that is, all reports of incidents will be taken seriously and will be dealt with appropriately, swiftly, and decisively. Workplace violence includes physical assault or the threat of physical assault against persons or property, and also behavior that intimidates or frightens others, such as threats, harassment and uncontrolled expressions of rage, oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical harm. Individuals who commit such acts may be removed from the premises and may be subject to disciplinary action, termination, and/or criminal penalties.</p> <p>3. Each employee is responsible for notifying his or her supervisor or a management representative of any threats witnessed, received, or heard about from another person. Do not ignore violent, threatening, harassing, intimidating, or other disruptive behavior. If you observe or experience such behavior by anyone on agency premises, whether he or she is an agency employee or not, report it immediately. Supervisors and managers who receive such reports should seek advice from the Director of Military Support at (602) 267-2774 regarding investigating the incident and initiating appropriate action. This information is sensitive and anything reported will be held in strict confidence, and without fear of reprisal. Threats or assaults that require immediate attention should be reported first to the police by calling 911.</p> <p>4. Employees can refer to the DEMA workplace violence quick reference guide to help recognize and report any incidents of this nature. The quick reference guide can be found at www.azdema.gov on the publications/policies page. If you have any questions about this policy, please contact the Director of Military Support at (602) 267-2774.</p>		
 HUGO E. SALAZAR Major General, AZ ARNG The Adjutant General		

APPENDIX B

AZ DEMA Workplace Violence

AWARENESS, RESPONSE & PREVENTION Quick Reference Guide

This quick reference guide summarizes the actions you should (or should not) take. Detach the desk reference card provided to use as a quick reference in dealing with workplace violence situations. Review the information in this quick reference guide and desk reference card often. That way, if an angry, hostile, or threatening customer or coworker confronts you, you will know what you should do.

Everyone in your office or worksite, including supervisors and managers, should follow these same procedures. You can make copies of this card so that everyone has his or her own card.

COPING WITH THREATS AND VIOLENCE

For an angry or hostile customer or coworker:

- Stay calm. Listen attentively.
- Maintain eye contact.
- Be courteous. Be patient.
- Keep the situation in your control.

For a person shouting, swearing, and threatening:

- Signal a coworker, or supervisor, that you need help. Use a duress alarm system or prearranged code words.
- Do not make any calls yourself.
- Have someone call the supervisor and, base security, or local police.

For someone threatening you with a gun, knife, or other weapon:

- Stay calm. Quietly signal for help. (Use a duress alarm or code words.)
- Maintain eye contact.
- Stall for time.
- Keep talking--but follow instructions from the person who has the weapon.
- Don't risk harm to yourself or others.
- Never try to grab a weapon.
- Watch for a possible chance to escape to a safe area.

OBSCENE, HARASSING, OR THREATENING TELEPHONE CALLS

Obscene and harassing callers are primarily interested in generating fear and discomfort. The longer they keep you listening, the more satisfaction they derive from the call. Some experts say

that the person who uses the phone to verbally harass or embarrass is not likely to follow up with a direct confrontation.

If obscene or harassing calls continue, keep a written record of the day, date, and time; the type of voice (male/female, pitch, and accent, if any); background noise; what was said; and whether the person gave a name.

The caller who makes personal threats to you or your family is another matter. Any threatening call should be reported to your supervisor and agency security, or the local police immediately.

COPING WITH STRESS

Job-related stress will never be eliminated, but it can be managed. If you're feeling stress constantly, or frequently "blowing up" for no reason, you should discuss the problem with your supervisor or with a counselor.

Many times, problems at home go with you to the office. Or your office itself may be causing you stress, a personality conflict with a co-worker, a heavy workload with no time off, or a noisy or disorganized environment.

If the problems cannot be resolved, you may want to think about transferring to another office or to another type of work.

Perhaps your supervisor can arrange for a room where you and your co-workers can "get away from it all" by taking short breaks. If you can't get away from it all at work, allow extra time by getting up earlier so you don't have to rush around to get to work on time.

Physical exercise is one of the best ways to reduce stress. Try walking or jogging before or after work or at lunch. Take up a hobby or try volunteer work in the evening or on weekends.

EMPLOYEE ASSISTANCE PROGRAMS

Voluntary and confidential short-term counseling is available for Federal employees through employee assistance programs. Counseling is offered on a variety of problems such as: family and marital crises; mental and emotional stress; child or spouse abuse; problems with children; care of elderly or infirm relatives; money and credit management; and alcohol and drugs.

For Federal employees of DEMA, the Employee Assistance Program Coordinator may be reached at (602) 629-4836. For State employees of DEMA, the Employee Assistance Program is Com-Psych at (877) 327-2362.

If long-term counseling is required, local community help can be found through city, county, or state offices or through church or private organizations. Look in the government sections of the telephone directory for "health," "social services," or "counseling" and in the yellow pages for church or private organizations.

WORKPLACE VIOLENCE INCIDENT DESK REFERENCE CARD

Everyone at your worksite, including supervisors and managers, should follow these procedures.
Make copies of the card if you need to so everyone will have his or her own card.

Information to Gather

1. Date/Time of Incident _____

2. Type of Incident - Physical Violence _____

- Threatening Behavior _____

- Bizarre Behavior _____

3. Complete In Detail (attach sheets if needed):

a. WHO (list all individuals involved)

b. WHAT (detailed description of the incident)

c. WHEN (Date/Time – Start & End)

d. WHERE (Location of where the incident took place)

APPENDIX C

EMERGENCY CONTACT NUMBERS

***Always dial 911 for any emergency using your desk (PBX) phone and your cell phone.**

602-629-4446	Security Force (SECFOR)
602-267-2929	Security Force Chief
602-267-2583	Joint Operations Center (JOC)
602-267-4324	
602-267-2774	Director - Military Support Office (DOMS)
602-267-2770	Provost Marshal
602-629-4413	Physical Security (PS)
602-267-2442	Operations Security (OPSEC)
602-267-2451/4410	Antiterrorism Program Coordinator (AT)
911	Phoenix Police Department (Emergency)
(602) 262-6151	Phoenix PD – Central City Precinct (Non-Emergency)
911	Scottsdale Police Department (Emergency)
(480) 312-5000	Scottsdale PD – (Non-Emergency)
(602) 546-1000	Phoenix Children’s Hospital 1919 E Thomas Rd Phoenix
(602) 406-3000	St. Joseph’s Hospital and Medical Center 350 W. Thomas Rd Phoenix
(480) 882-4000	Scottsdale Hospital 7400 E Osborn Rd Scottsdale

APPENDIX D

EMPLOYEE ACTIVE SHOOTER CHECKLIST

ACTIVE SHOOTER CHECKLIST

EMPLOYEE

ACTION ITEM	RESPONSIBLE	COMPLETED
<p>Secure the immediate area:</p> <p>Institute a lockdown: Lock and barricade doors. Take adequate cover and protection, i.e. concrete walls, thick desks, filing cabinets (cover may protect you from bullets). Turn off lights. Close blinds. Turn off radios and computer monitors. Keep occupants calm, quiet and out of sight. Block windows. Silence cell phones.</p> <p>Place signs in exterior windows to identify the location of injured persons.</p>		
<p>Contact 911 for police response.</p> <p>Stay on phone with 911 and relay additional information, if able, on the location of the perpetrators (s) and number of victims as it becomes available. Report your specific location/building name and office/room number.</p> <p>Email or texting may be an option when unable to speak or if the 911 system is overwhelmed.</p>		
<p>Un-securing an area: Consider risks before un-securing rooms.</p> <p>Make decision on whether to maintain lockdown or consider evacuation procedures in consultation with law enforcement.</p>		

<p>Attempts to rescue people should only be attempted if it can be accomplished without further endangering the persons inside a secured area.</p>		
<p>If able, and in contact with Law Enforcement:</p> <p>Provide number of people at your specific location. Injuries and the number of injured, types of injuries.</p> <p>Assailants(s) location, number of suspects, race and gender, clothing description, physical features, types of weapons (long gun or hand gun), backpack, shooter identity if known, separate explosions from gunfire, etc.</p>		
<p>Follow directions of Law Enforcement once contacted. Keep hands visible. Drop backpacks and other personal items that might slow you down or cause Law Enforcement to question what is in your hands.</p>		
<p>Do not stop to render first aid to injured victims. Exit the area quickly.</p>		

Misc. Information

Special notes:

ARIZONA
Department of Emergency and Military Affairs

POLICY LETTER NO. 80.01

POLICY LETTER

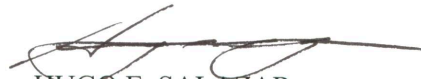
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OPR AZAA-DOMS

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c. WHEN (Date/Time – Start & End)

d. WHERE (Location of where the incident took place)

Emergency Phone Numbers

Carefully tear out or keep handy the "Emergency Phone Numbers" card at the dotted lines. Write in all the emergency numbers for your building. Tape this card on your desk by your phone or somewhere else close to your phone for handy reference. (Copies of this card also can be made.)

EMERGENCY PHONE NUMBERS

Base Security _____

Police/Sheriff _____

Fire Department _____

Ambulance _____

State/Federal Health Services Unit _____

Supervisor or Higher Headquarters _____

Human Resources Office _____