

# University of West Florida

Environmental Health and Safety

## Active Shooter Scenario

Discussion-Based Exercise for Executive Leadership



## After Action Review (AAR)

May 2015

**THIS PAGE INTENTIONALLY LEFT BLANK**

## Table of Contents

---

Exercise Overview.....	2
General Information.....	3
Module 1: Initial Case.....	5
Module 2: Expanding Situation.....	7
Module 3: Recovery .....	10
Appendix A: Improvement Plan.....	11
Appendix B: Strengths.....	12
Appendix C: Acronyms.....	13

## EXERCISE OVERVIEW

<b>Exercise Name</b>	<b>UWF: A Discussion-Based Exercise for Executive Leadership on Active Shooter Scenarios</b>
<b>Exercise Dates</b>	Friday, March 6, 2015, 2:00 PM - 4:00 PM
<b>Scope</b>	This exercise was a tabletop format, planned for 2 hours at the UWF Campus – Building 12, Alumni Room. Exercise play was limited to members of the UWF Executive Leadership and invited guests.
<b>Preparedness Capabilities</b>	<ul style="list-style-type: none"><li>• Intelligence and Information Sharing and Dissemination</li><li>• Emergency Public Information and Warning</li><li>• Planning</li><li>• Risk Management</li></ul>
<b>Objectives</b>	See Exercise Objectives and Core Capabilities on page 3.
<b>Threat or Hazard</b>	Active Shooter
<b>Scenario</b>	A student upset with library staff enters the building and begins shooting innocent students and staff. The Executive Administration must make decisions based on the impact to the campus community and the operations of the University.
<b>Sponsor</b>	UWF – Environmental Health and Safety
<b>Participating Organizations</b>	University Administration : 8 Evaluators: 3 Observers: 1 Facilitators: 1
<b>Point of Contact</b>	Peter Robinson Director, Environmental Health and Safety Ext. 2435 Email: <a href="mailto:probinso@uwf.edu">probinso@uwf.edu</a>

## GENERAL INFORMATION

### Exercise Objectives and Preparedness Capabilities

The exercise objectives in Table 1 describe the expected outcomes for the exercise and are aligned with the U.S. Department of Homeland Security: National Preparedness Guidelines document titled: Target Capabilities List, September 2007.

Exercise Objective	Core Capabilities
<b>Exercise Objective #1:</b> Assess how information will flow from the scene to the Senior Administration and from there to appropriate outside entities.	<ul style="list-style-type: none"> <li>• <b>Information Sharing</b></li> </ul>
<b>Exercise Objective #2:</b> Assess the appropriate sharing of information with the UWF community and media. Determine when to engage in emergency public information and warning.	<ul style="list-style-type: none"> <li>• <b>Emergency Public Information and Warning</b></li> </ul>
<b>Exercise Objective #3:</b> Identification of gaps in response plans and procedures.	<ul style="list-style-type: none"> <li>• <b>Planning</b></li> </ul>
<b>Exercise Objective #4:</b> Assess the ability of the University Campus and Administrators to recover from the incident.	<ul style="list-style-type: none"> <li>• <b>Risk Management</b></li> </ul>

**Table 1. Exercise Objectives and Associated Capabilities**

### Participants:

The participants for the exercise were as follows:

- President – Dr. Judy Bense
- Executive VP & Provost – Dr. Martha Saunders
- Business Finance and Facilities VP – Ms. Betsy Bowers
- Student Affairs VP – Dr. Kevin Bailey
- University Advancement VP – Dr. Brendan Kelly
- Academic Affairs Vice Provost – Dr. George Ellenberg
- Director of Communications – Ms. Megan Gonzalez
- University Police Department - Chief John Warren

## Exercise Report

The purpose of this After Action Report is to provide a brief analysis of the results from the Active Shooter Table Top Exercise (TTX). This Active Shooter Tabletop was developed to practice the coordination and communication activities in an Active Shooter scenario impacting the UWF campus community. The exercise provided a unique opportunity to understand, prepare and respond to any similar incidents that may occur in the future. Additionally, the After Action Review (AAR) provides an opportunity to evaluate and address campus operations related to campus security.

As the Executive Management Team worked through each Module section, the three evaluators documented the discussions and specific issues that were deliberated over by the participants. In many cases the participants basically walked themselves through the issue in order to understand the situation and what the appropriate response should be by their various Divisions. The issues discussed have been detailed and placed under the appropriate Module which pertained to those comments.

When issues came up during discussions that required specific actions to correct a deficiency in our procedures or policies, the recommendations were noted as an “Action Item” under the Module associated with the needed action. Additionally, the information regarding action items can also be found in Appendix 1.

The Active Shooter TTX will help identify weaknesses in our plans and procedures and also identify areas of strength in our response capabilities. As such, in Appendix 2, strengths are identified.

Overall, our three evaluators were very impressed that the Emergency Management Team was engaged and fully participated in the exercise. Our three Evaluators provided invaluable assistance to make this tabletop exercise a success. The Evaluators were:

- Debbie Thayer – Florida Department of Law Enforcement
- Kathy Ahlen – Local Emergency Planning Council
- Pennie Sparks – UWF, Environmental Health and Safety

## MODULE 1: INITIAL CASE

### Key Issues

- Notification to Executive Administration
- Notification of other entities
- Notification to Campus Community

This Module relates our abilities to notify and communicate with various stake holders both on and off campus.

- Internal Administrative Notifications:
  - During normal business hours –
    - Chief Warren will notify Megan, Public Information Officer (PIO) by phone of unfolding incident.
    - Chief Warren will assume command of incident (Incident Commander).
  - On nights or weekends -
    - Chief of Police will notify Megan (PIO) and V.P. Kevin Bailey by phone in route to campus.
    - The Director of Communications will then notify all other appropriate people in chain of command.
- Director of Communications:
  - Begin notification of campus community through various emergency notification systems.
  - The emergency internal building notification system will be utilized immediately in the Library to alert the occupants of the situation and to provide instructions.
  - Pre-developed message templates will be utilized in order to rapidly get the message out.
  - All early messages will focus on safety.
  - Communications Department will immediately begin monitoring social media. As soon as the incident occurs, students will be on Facebook, Email, Twitter; there will be a considerable amount of misinformation being spread, but potentially some information may be essential to the response.
- Initial Police Issues:
  - UWF Police Chief would want all students to Shelter in Place, while they search the campus in order to ensure there was not a second shooter.
  - If the suspect lives in a residence hall on campus, the Police need to search the room to ascertain whether or not there were explosives in his room.
  - UWF Police Chief would give the Director of Communications the recommendation as to what information can be given out so as not to hinder the investigation into the incident.

- External Notifications:
  - As soon as the incident happens, President Bense will call the Chairman of the Board of Trustees followed by the Chancellor of the Board of Governors.
  - A telephone conference call will be made shortly thereafter to give the rest of the trustees an update.
    - **ACTION ITEM**: President Bense will develop a text message/group contact list for the 13 Board of Trustees and the Chancellor
    - **ACTION ITEM**: President Bense will obtain phone numbers (including afterhours/ bedside #s) for the Chairman of the Board of Trustees and the Chancellor, who will not see or check a group text, if after hours or sleeping

## MODULE 2: EXPANDING SITUATION

### Key Issues

- Campus operations will be affected.
- The media presence is growing dramatically.
- UWF must now manage the aftermath of these deaths and injuries.

This Module related to our abilities to handle the aftermath of the incident.

- University Closure Issues:
  - Incident in this scenario occurred at 2:00 pm on a Friday. Discussions would be held by Executive Administration; however, given the loss of life, closure of the University would be the likely outcome of the discussions.
  - Many operations and functions will need to stay open. There may be closure for some functions, but UWF will still need to feed and house remaining students.
  - President Bense stated she felt it would be best for the campus community if the closure of the University was kept to a minimum, to minimize the disruption to the students, faculty and staff. Returning to normalcy may also lower the number of students who may not return to campus due to the stress caused by the incident.
  - In an incident isolated to a handful of buildings, campus closure is not an option.
  - The UWF library can still operate effectively through electronic access.
  - UWF Communications can push out the “Do’s and Don’ts” on campus and where students can go for alternative library resources.
- Events on Campus
  - Celebrations might be postponed depending on the circumstances.
  - Other events (non-celebrations) might proceed, but with verbal recognition of the incident that unfolded.
  - Other personal events, weddings in the conference center, etc, would depend on the circumstance.
- Media Management and Information Dissemination
  - Communications has established staging areas in parking lots around campus. The Media will be restricted to those areas. If available, Law Enforcement Officers will assist with keeping the Media in those pre-established areas. It is understood that it will be very difficult to prevent a determined reporter from moving outside the staging area.

- The Division of Advancement has a contract in place to bring in additional resources to assist with Media coordination.
- Director of Communications will establish times to hold press conferences with the Media.
- The Executive Management Team will work cooperatively to gather information for release to the Media.
- The President will present a prepared statement during the initial press conference.
- The Director of Communications will serve as the University spokesperson and along with the Chief of Police who will be available to answer questions posed during press conferences.
- The Director of Communications will work closely with the PIO at the Sheriff's Office to coordinate information distribution.
- The Communications Department has a list of PIO's for all the hospitals in the area. They will communicate with the hospitals for regular updates on the condition of the injured. However, release of any patient information will be left to the hospital PIOs due to HIPPA restrictions and their experience with what can and cannot be released to the Media.
- Mental Health Impacts
  - UWF will notify the parents of deceased or injured students:
    - Communications will send a message to all parents
    - Student Affairs will follow its student death protocol to notify the parents of the deceased; President Bense will follow-up with parents personally.
    - UWF will make every effort to notify the parents of deceased students before Media contacts them.
  - UWF would mobilize the counselor staff and residential counselors for on the spot service to assist with grieving, roommate issues, etc.
  - Dean of Students protocol for notification of student families after a death could be extended to faculty and staff families.
  - Assistance could be requested from other SUS institutions to help support faculty and staff needs.
  - Human Resources would ensure faculty and staff were aware of the availability of the Employee Assistance Program (EAP).
  - UWF PD has a contact with the Trauma Intervention Program (TIPS) locally, who are available to assist with counseling; other volunteer counselors may come to help.

- Assistance for Affected Families
  - UWF would assign a single person to be the contact for families to provide assistance with issues related to travel, lodging, etc.
    - **ACTION ITEM:** Responsibility for this effort needs assignment and form procedures put in place.
  - Student Affairs has a Protocol for dealing with the Families of Deceased Students; but not one for dealing with family of deceased staff members
    - **ACTION ITEM:** The protocol could be extended to include families of deceased faculty and staff.
  - Families from out of town will need help getting the bodies home.
    - UWF can put family members in touch with the morgue and a funeral home.
    - The funeral home can help them further.
- Crime Scene Management
  - The Library would remain a crime scene until the Police investigation is completed.
  - After the Police release the scene back to the University, clean up and repairs can commence.
  - The UWF Police Chief has a list of Crime Scene Contractors for incident scene cleanup. However, UWF does not currently have a contract in place with a crime scene cleanup vendor.

**ACTION ITEM:** UWF should begin the process of entering into a Special Services Agreement with a properly selected crime scene contractor.

## MODULE 3: RECOVERY

### Key Issues

- Many in the campus community are still grieving.
- The University brand needs protecting.
- The ranks of the media are thinning.
  
- Memorials
  - The Division of Advancement has a policy on Memorialization
  - Options for memorializing the event might include:
    - a Memorial Bench, Tree or Statue outside the Library
    - an Annual Remembrance (for a period of time)
    - a Posthumous Degree
    - etc.
  
- After Action Review (AAR)
  - It was agreed that an AAR would be conducted for an event such as this.
  - An outside panel of experts would be formed to conduct the review which would provide for impartiality of the AAR.
  
- Issues/Concerns
  - Continuing need for mental health assistance by students, faculty and staff.
  - Possibility of reduced enrolment due to the emotional trauma of the event.
  - Damage to the UWF Brand:
    - Focus on the UWF family coming together
    - Emphasize overall safety record
    - Memorial to the victims
    - Annual Remembrance

## APPENDIX A: IMPROVEMENT PLAN

Core Capability	Issue/Area for Improvement	ACTIVITY
Intelligence and Information Sharing and Dissemination	Assess how information will flow from the scene to the Senior Administration and from there to appropriate outside entities.	President's Office will develop a text message/group contact list for the 13 Board of Trustees and the Chancellor
Intelligence and Information Sharing and Dissemination	Assess how information will flow from the scene to the Senior Administration and from there to appropriate outside entities.	President's Office will obtain phone numbers (including afterhours/ bedside #s) for the Chairman of the Board of Trustees and the Chancellor, who may not see or check a group text, if after hours or sleeping.
Emergency Public Information and Warning	Assistance for Affected Student Families	Responsibility for this effort needs assignment and form procedures put in place.
Emergency Public Information and Warning	Assistance for Affected Student Families	Student Affairs Protocol for dealing with the Families of Deceased Students should be expanded to cover Deceased Staff Family notification.
Planning	Crime Scene Management	UWF should begin the process of entering into a Special Services Agreement with a properly selected crime scene contractor.

## APPENDIX B: STRENGTHS

RESOURCE	LOCATION
University Police Department	Chief Warren was clear on what actions to take as regarding notification procedures and his role as Incident Commander.
Communications Department	Director Gonzalez had specific plans and procedures regarding notification requirements for the campus community and the Media. Also for handling of Media.
Student Affairs Division	Has well established protocol for notification of families of deceased students.
Division of Advancement	Has an existing contract to bring in Consultants to assist with Media coordination.
Division of Advancement	Has an existing procedures for Memorialization.
Emergency Management Team	Appeared knowledgeable and capable of taking command and making appropriate decisions.

## APPENDIX C: ACRONYMS

ACRONYM	TERM
AAR	After Action Report
DHS	DHS U.S. Department of Homeland Security
EH&S	Environmental Health and Safety
EMS	Emergency Medical Services
EOC	Emergency Operations Center
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
JIC	Joint Information Center
MCI	Mass Casualty Incident
NRF	National Response Framework
OPS	Operations
PIO	Public Information Officer
POC	Point of Contact
SITMAN	Situation Manual
SITREP	Situation Report
SME	Subject Matter Expert
TSU	Tactical Support Unit
TTX	Tabletop Exercise