

# Active Shooter Working Group Process for Emergency Management

By  
**Eugene McPeck and Dennis Cavalier**  
**Sandia National Laboratories**

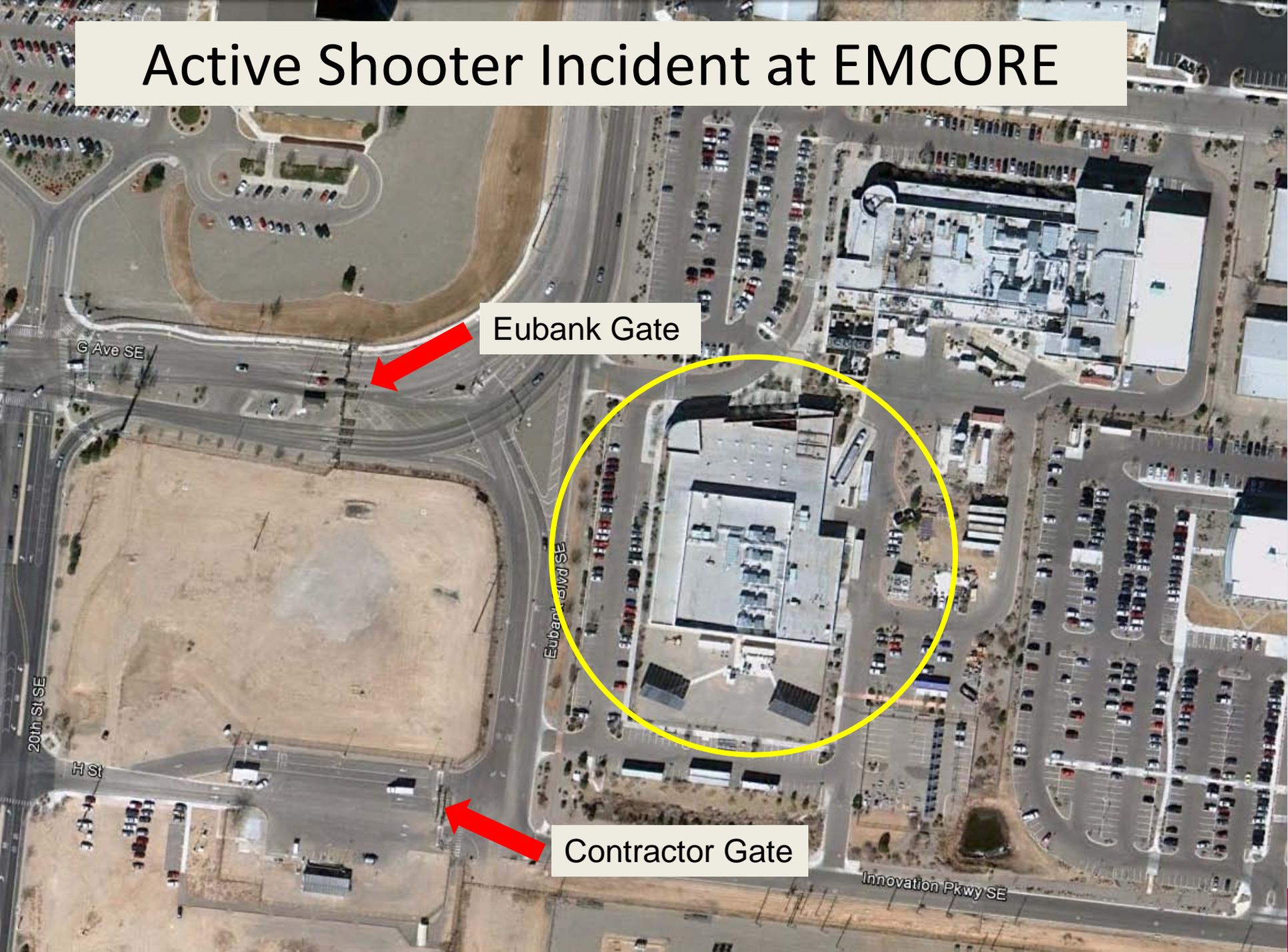
Sandia National Laboratories is a multi-program laboratory managed and operated by Sandia Corporation, a wholly owned subsidiary of Lockheed Martin Corporation, for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000

# Active Shooter Incident at EMCORE

- July 12, 2010 at EMCORE
- Three dead and four wounded
- Emergency responders included:
  - SNL Incident Commander, Pro-Force and Paramedics
  - Albuquerque Police Department
  - Bernalillo County Sheriff's Office
  - Albuquerque Fire Department
  - Albuquerque Ambulance Service
  - Kirtland Air force Base LE



# Active Shooter Incident at EMCORE



Eubank Gate

Contractor Gate

# Purpose of the Active Shooter Working Group (ASWG)

Goal was to establish and reinforce relationships and develop and test SOPs necessary to implement an effective response to an active shooter incident.

# Active Shooter Working Group

## Emergency Management First Responders:

- Communications Center
- Incident Commanders
- Emergency Response Team (ERT)
- Emergency Operations Center (EOC)
- Sandia Protective Force- Security
- Sandia Legal Office

# Active Shooter Working Group

## Kirtland Air Force Base

- (KAFB) Provost Marshal – Law Enforcement
- Weapon Security System Squadron
- 377th Aerospace Medicine Squadron Bio-Environmental KAFB – Crisis Action Team (CAT)
- LIRP Communications Planner (Local Integrated Response Plan)

# Active Shooter Working Group

- Office of Special Investigation (OSI)
- Federal Bureau of Investigation(FBI)
- Department of Energy (DOE) Sandia Site Office (SSO)
- Albuquerque Police Department
- Bernalillo County Sheriff's Office
- Albuquerque Ambulance Service

# Lead Responsibilities

One person to coordinate the multiple, simultaneous events to keep the process on track

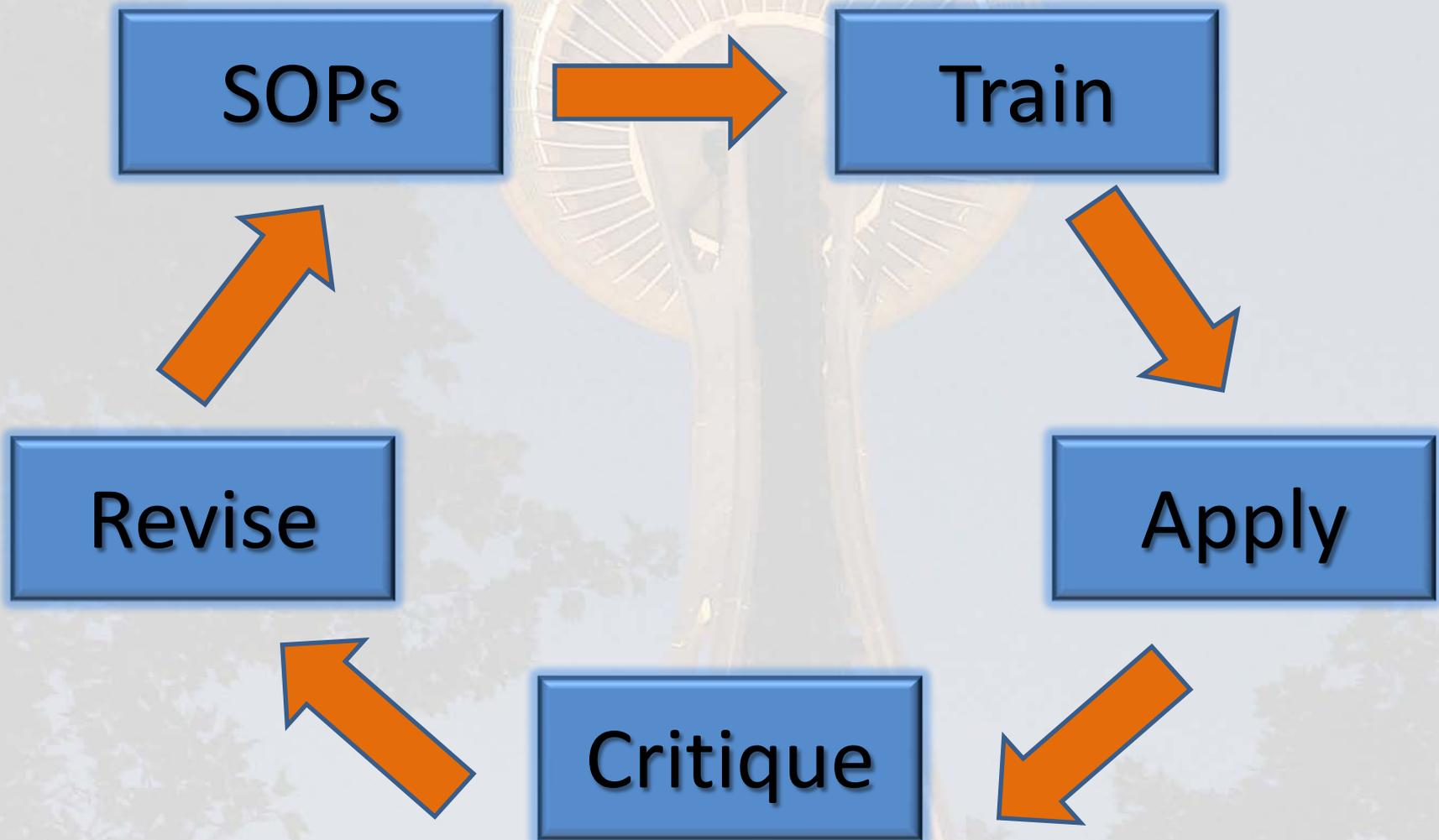
1. Meeting Agenda's
2. Action Items
3. Contact Lists (checks for accuracy and updates)
4. Scheduling
5. Meeting Locations – dates and times
6. Reminders about Action Items
7. E-mail notifications
8. Drill Packages
9. SOP Formatting
10. Awards
11. Snacks – 2 hour meetings require snack support

# ASR SOP Development

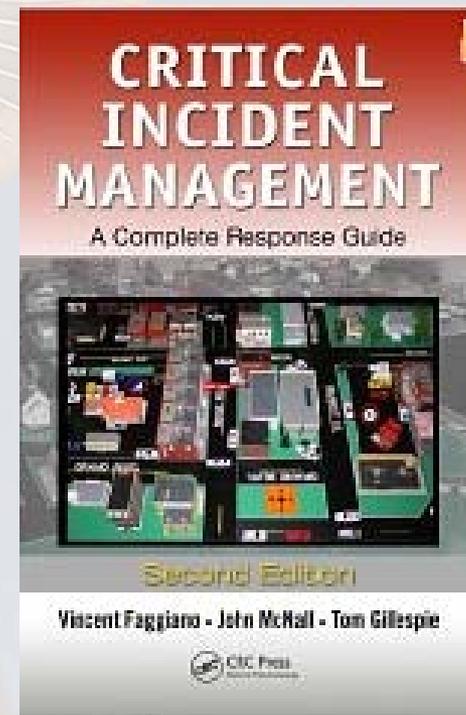
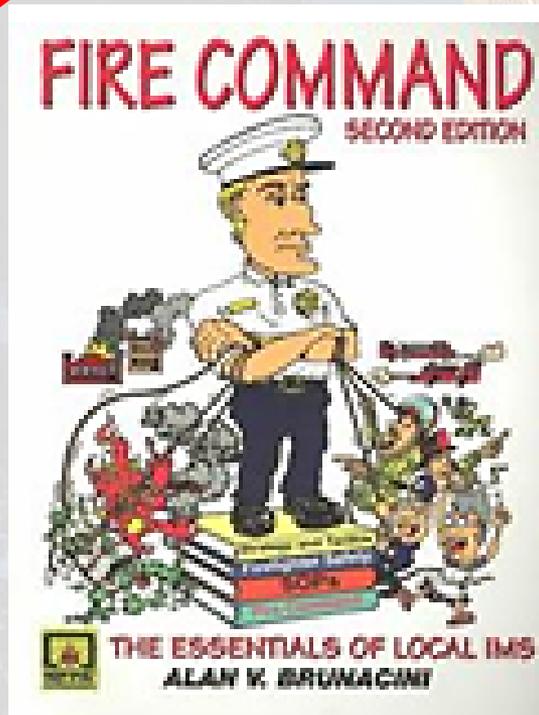
## Meet with all stakeholders

- Utilize the Performance Management System
  - Identify requirements
  - Develop Procedures/SOP
  - Train (Practice/Drills)
  - Critique Revise SOP
- Finalize SOP

# Performance Management Model



# Challenge: Integrating Incident Management Systems



## Emergency Management Active Shooter Working Group

### AGENDA

**Purpose:** The purpose of this meeting is to engage all of the stake holders (section leads) in the planning of the Active Shooter Drill scheduled for January 2012.

**Date:** Tuesday - December 13, 2011

**Attendees:** See Sign In Roster

**Meeting from:** 1400 To: 1500

**Handouts:** 12-DR-01 Active Shooter Response Drill benchmarks

**Time Keeper:** Rooster Cogburn

**Note Taker:** John Wayne

Topic	Time	Desired Outcome (Discussion, Informational, or Decision)	Person Responsible	Comments
1. Safety Minute	3	Informational	D. Cavalier	
2. Introductions	2	Informational	E. McPeek	
3. Develop an Active Shooter Drill scenario		Test the Active Shooter SOP and response integration.	Trainer	
4. Drill date (January 24, 2012 @ 1300 hours).		Confirm and schedule the actual Active Shooter a. Confirm and schedule the actual Active Shooter Drill date (January 2012).	Trainer	
5. Questions/Closing			D. Cavalier	

## Meeting Action Items

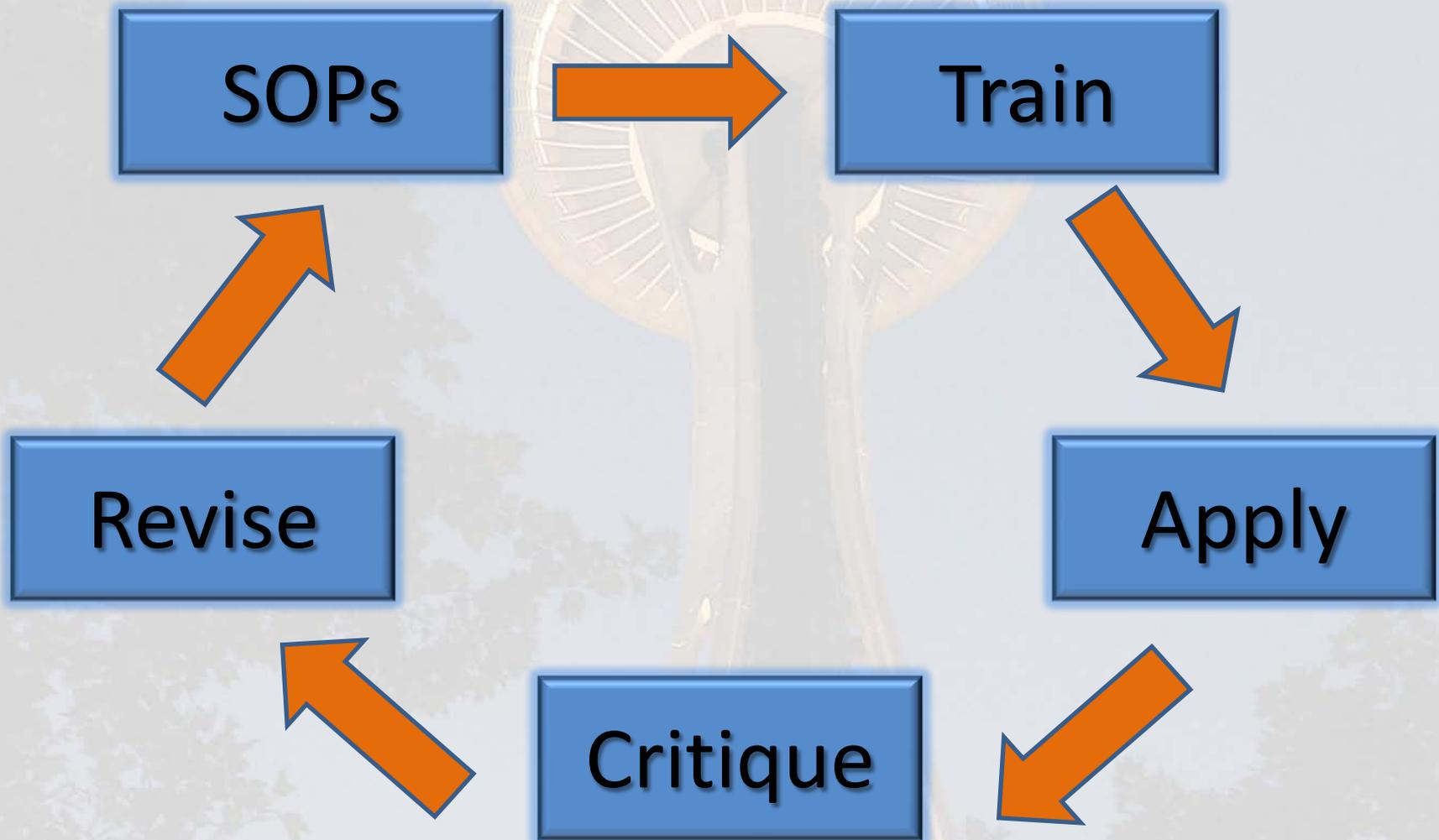
**Who will do What by When and What Follow-up action will be taken**

Task Lead (who)	Support Team	Subject (what)	Due Date (when)	Comments (Follow-up action)
1. Emergency Management & Security Communications Working Group	EM Communicators, SCC Communicators	<ul style="list-style-type: none"> <li>Address processing of 911 calls integrating two answering points into one voice</li> </ul>	Follow-up Aug. 01, 11	
2. E. McPeck	Security Manager	<ul style="list-style-type: none"> <li>Stay with the fundamentals, Project Team – keep original actions.</li> <li>Important to participate in Drill training prior to the exercise (same team).</li> <li>What are the instructions Security is going to give personnel “stay inside or leave”?</li> </ul>	Aug. 15	

# ASWG **Drill** and **Exercise** History

1. Monday May 16, 2011 Drill
2. Tuesday May 31, 2011 Drill
3. Wednesday June 7, 2011 Drill
4. **Wednesday June 15, 2011 AEX**
5. Tuesday Jan. 24, 2012 Drill

# Performance Management Model



# ASR SOP Organization (from Critical Incident Management)

## Response Stage

- Crisis Phase
  - Objectives: Limit incident growth, stabilize scene, safety of responders and citizens
- Scene Management Phase
  - Objective: Implement incident management system, develop an Incident Action Plan(s)

# ASR SOP Organization

## Response Stage

- Executive Management Phase
  - Objective: Functioning Emergency Operations Center supporting field operations
- Recovery and Mitigation Phase
  - Objectives: Maintain integrity of incident scene, plan for the return to normal operations

# NM-FLD SOP 2106 - ACTIVE SHOOTER

## NM-FLD-SOP-2106 — ACTIVE SHOOTER

Document Point of Contact: Carol Bonney

Implementation Date: 28 May 2012

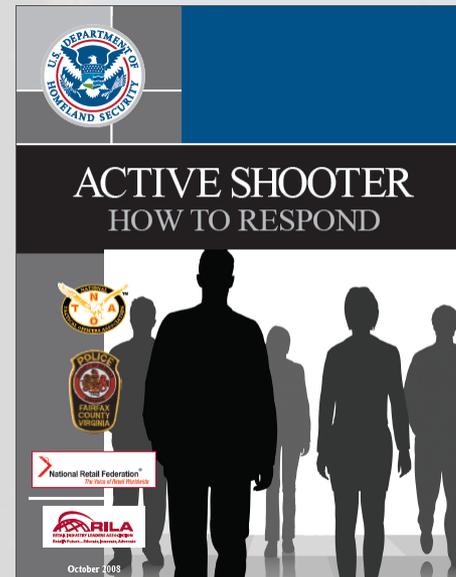
Revision Date: 25 April 2013

### CONTENTS

<b>1.0</b>	<b>INTRODUCTION</b> .....	<b>2</b>
1.1	Purpose and Scope .....	2
1.2	Applicability .....	2
1.3	Definitions And Acronyms .....	2
1.4	General .....	3
<b>2.0</b>	<b>ROLES AND RESPONSIBILITIES</b> .....	<b>4</b>
2.1	SNL/NM Protective Force (PF):.....	4
2.2	Security Command Center (SCC) .....	4
2.3	EOC Communications Center .....	4
2.4	SNL/NM Incident Commander.....	4
2.5	SNL/NM Emergency Response Team (ERT) .....	4
2.6	SNL/NM Paramedics .....	4
<b>3.0</b>	<b>PROCEDURE</b> .....	<b>5</b>
3.1	Crisis Phase: Notifications and Initial Incident Response .....	5
3.2	Scene Management Phase: Initiation of the Incident Command System.....	6
3.3	Executive Management Phase: Emergency Operations Center .....	8
3.4	Termination and Recovery Phase: Return to Normal Operations .....	8
<b>4.0</b>	<b>RECORDS</b> .....	<b>8</b>
<b>5.0</b>	<b>REFERENCES</b> .....	<b>8</b>
<b>6.0</b>	<b>ATTACHMENTS</b> .....	<b>9</b>

# ASWG Lessons Learned

- Response efficiency and effectiveness
- Levels of “Shelter in Place” are needed
- Training for all members of the workforce



# WHAT TO DO IN AN EMERGENCY AT IPOC

When in doubt call 911 (City of Albuquerque), then 844-0911 (Sandia EOC)

IPOC Address: 1611 Innovation Parkway SE, 87123

## Medical Emergency

- Call 911 when in doubt
- Do not move person unless life-threatening



## Fire

- Pull Fire Alarm
- Evacuate, do not use elevators
- Call 911 from safe location, then 844-0911
- Remain in assembly area



## IPOC Facilities Emergencies

- Leaks, power outage, flooding, broken doors or windows, locks, alarm problems, elevator issues
- Call Landlord Manager, Mel Glantz 844-5157 (after hours Cell: 710-8208)



## OR

- Deponte Investments (Landlord), 228-7777 (after hours call Lena Duran Cell: 379-2444)

For additional information on these topics, go to the following link  
<https://sharepoint.sandia.gov/sites/1/POC/Emergency/default.aspx>

## Suspicious Person/Activity/Threats Workplace Violence

- If threatened call 911, then 844-0911
  - Seek Safe Shelter
- If not threatened
  - Call APD non-emergency 242-COPS (2677)
  - Follow APD instructions



## Active Aggressor/Shooter

- Call 911, then 844-0911
- Evacuate if safe
- Quietly hide out
- Lock/barricade door
- Silence cell phone
- Last resort: aggressive action against assailant



## Lockdown

- Always follow Law Enforcement Instructions/Tone Alert Radio Instructions
- Stay in building & away from windows unless otherwise instructed



**Non Emergency outside Sandia 311**

## Suspicious Package/Bomb

- DO NOT touch/move item
- Attempt to isolate and warn people in proximity
- Do not pull fire alarm
- Do not use cell phone or portable radio
- Evacuate and from a safe distance (300 feet), call 911 then 844-0911
- Follow directions from 911/311



## Tornadoes

- To report a sighting call Albuquerque National Weather Service 1-888-386-7637
- Then call 311
- Go into an interior room or hallway on the lowest floor possible



## Snake/Wildlife

- Call 311
- Keep traffic away from area
- Monitor wildlife from safe distance until help arrives

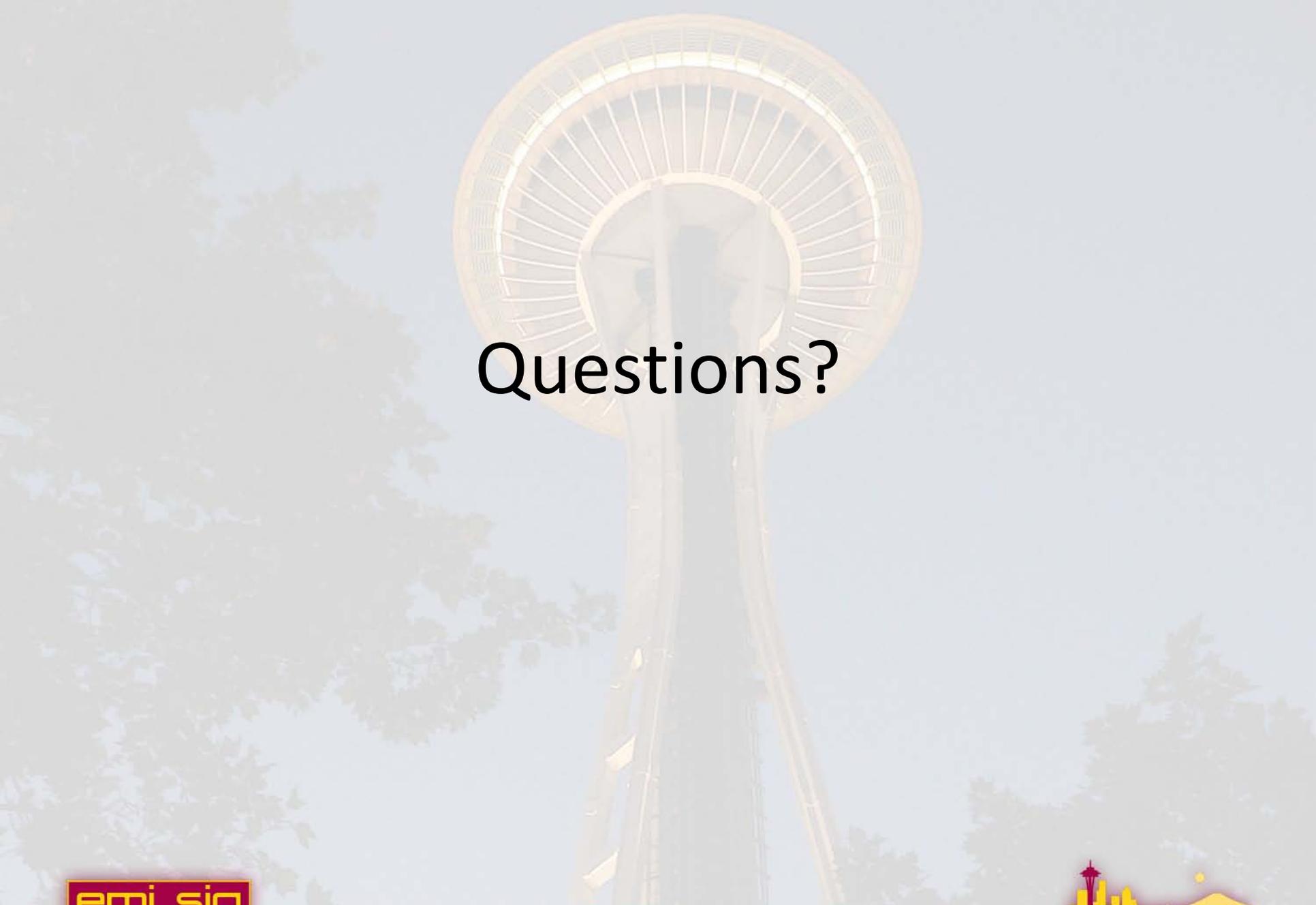


# What's Next?

- Follow-up Jurisdiction Arrest Authority
- Barricaded Suspect Drill Scenario
- Hostage Drill Scenario

# Employee Recognition Awards:

Recognized team members whose contributions were critical to the success of the ASR project



# Questions?