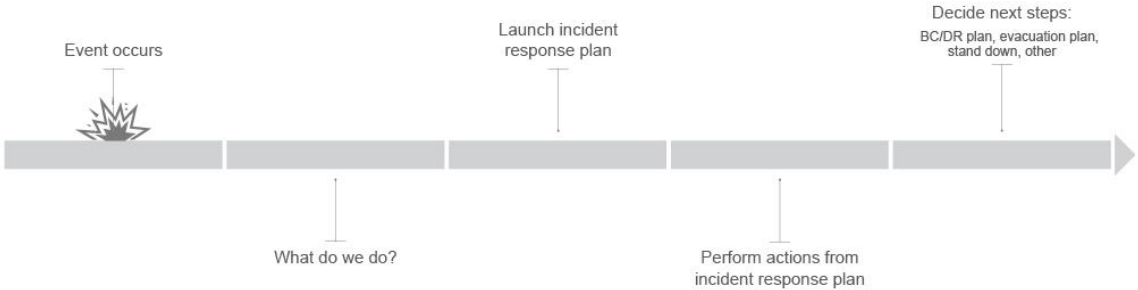


BC/DR template: Preparing for an active shooter scenario

By Paul Kirvan, CISA, FBCI

Like other business continuity and disaster recovery (BC/DR) plans, preparing your business for an active shooter event follows a standard incident response timeline. Having a response plan in place before the event is the best thing an organization can do to be prepared.

Incident response planning



Below, see the different components of an active shooter BC/DR plan, and customize them to fit your organization.

Plan applicability and scope

Describe the reason for the plan, what it is supposed to accomplish and what is covered by the plan.

Changes and updates

To track changes to the template, keep a log for revisions, and update as needed.

Revision history

Revision	Date	Name	Description
Original 1.0			

Key individuals/contacts/teams

1. List contact details of people who are responsible for coordinating the response, ensuring employee safety, communicating with law enforcement and facilitating the post-event recovery. If needed, include a list of individuals (both internal and

external) who are responsible for developing the plan. List all emergency contact numbers here.

2. Ensure that only authorized personnel are granted access to the organization's facilities. This requires collaboration among human resources, physical security and information security teams. List the names and contact details of personnel who are responsible for managing access rosters.

Key personnel contact info

Name, title	Contact option	Contact number
	Work	
	Alternate	
	Mobile	
	Home	
	Email address	
	Alternate email	
	Work	
	Alternate	
	Mobile	
	Home	
	Email address	
	Alternate email	
	Work	
	Alternate	
	Mobile	
	Home	
	Email address	
	Alternate email	

Lockdown procedures

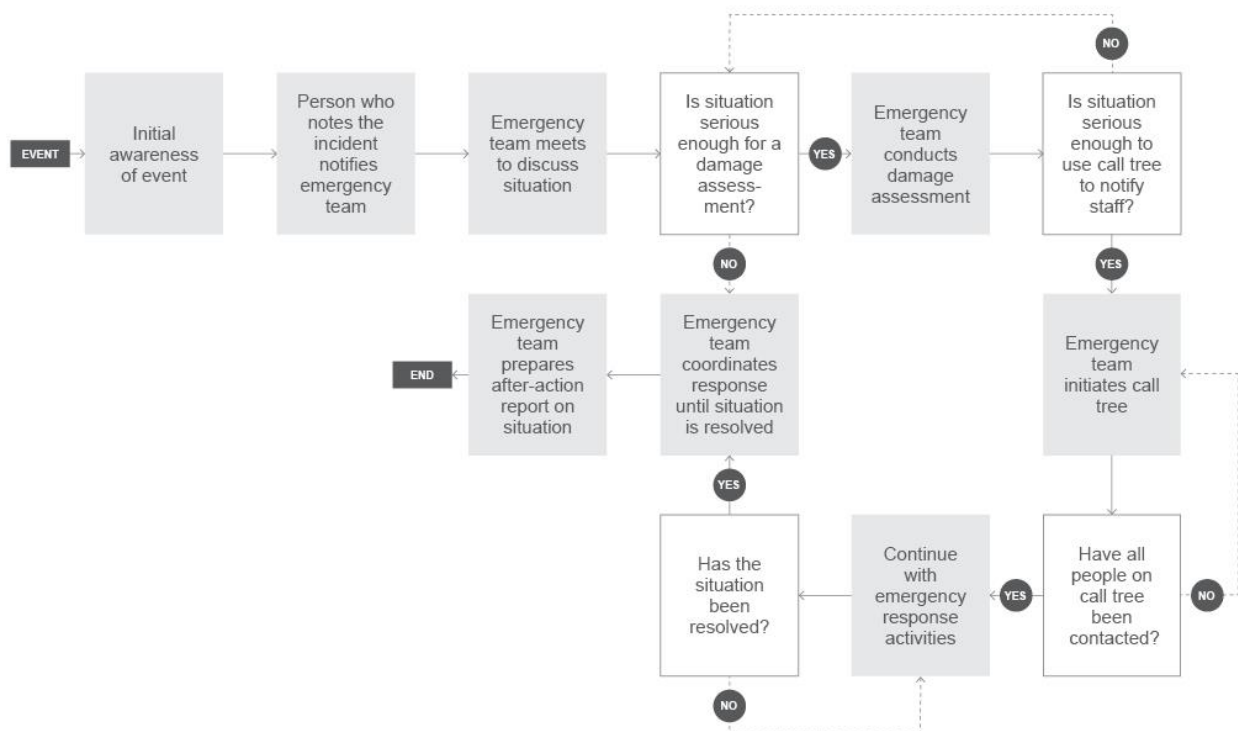
1. List contact details of individuals (primary and alternates) who are responsible for ensuring that the facility is locked down and secured.
2. List the specific lockdown procedures (usually in sequence), e.g., locking entrance doors, internal office doors and other access venues.

Notification procedures

1. List the contact details of employees (primary and alternates) with the responsibility for communicating information regarding the shooter and actions being taken.
2. Determine (in advance if possible) the messages to be distributed to employees regarding the event.
3. Establish in advance the information to be provided to law enforcement when 911 is called. The police will need to know the location, situation assessment and as much information as available regarding the shooter and his/her actions. If possible, meet with law enforcement professionals in advance to ensure that the proper information is provided to them when an event occurs.
4. Establish procedures and messages for communicating with employees, visitors, people with physical impairments and non-English speakers.

Note: *This is where an automated emergency notification system (ENS) can be especially useful in disseminating messages to employees and others in a timely fashion. Creating a call tree is another effective method of communication in times of emergency.*

Emergency call tree



Evacuation/assembly/accounting for people

List the contact details of employees with responsibility for evacuating employees, ensuring that evacuated employees gather at primary (or alternate) assembly areas and taking head counts to ensure that all employees have been identified.

Note: *Once again, an automated ENS can be useful in verifying that all employees are safe.*

Ongoing communications

List the contact details of employees who are responsible for providing ongoing communications regarding the event to employee families, the media, key customers, regulatory agencies, government agencies and other stakeholders.

Post-event recovery

1. Depending on the nature of the event, recovery of the organization may occur within hours, or it may take days and even weeks to return to normal operations. Many players will be involved, such as hospitals, grief counselors, lawyers, employee assistance and other assistance as required. These kinds of activities are hopefully included in BC plans, as well as emergency management plans.
2. It will also be necessary to prepare a post-event report noting what happened, the organization's response, how well it worked/didn't work, lessons learned and next steps going forward.

Description of disaster:
Commencement date:
Date/time DR team mobilized:

Activities undertaken by DR team	Date and time	Outcome	Follow-up action required

DR team's work completed: <Date>
Event log passed to business recovery team: <Date>

Training activities

1. List the contact details for employees and external organizations that will be involved in the development and delivery of training for active shooter events. Conducting a tabletop exercise (TTX) can be helpful in running through a plan from start to finish.
2. Training should include "Run, Hide, Fight" to prepare individuals. Individuals listed in the plan should also be trained to carry out their responsibilities.
3. The organization should also involve neighboring organizations, business affiliates and first responders in their training. Conducting a TTX can be helpful in running through a plan from start to finish to ensure that you have addressed all of your organization's needs.

TTX assessment

Yes/no	Activity to be addressed
	Is the emergency response plan up to date?
	Has the emergency response plan been tested in the past year?
	Are all policies and guidelines for response to an emergency spelled out clearly?
	Has a TTX been conducted within the past year?
	Have improvements been made and documented from previous exercises?
	Have ENSes been tested in the past year?
	Are all appropriate personnel familiar with the emergency response plan?
	Are personnel familiar with their role and available resources in emergency operations?
	Do current personnel have the skills and knowledge necessary to respond?
	Have new resources been incorporated into the current plan?
	Have all potential resource limitations and problems been addressed?

Additional resources

The following is a brief list of resources for developing active shooter plans and training on active shooter events. The U.S. Department of Homeland Security and Federal Bureau of Investigation are two government agencies with an extensive collection of useful planning resources and training programs.

- <https://www.dhs.gov/first-responder>
- <https://www.dhs.gov/human-resources-or-security-professional#>
- <https://www.dhs.gov/active-shooter-workshop-participant>
- <https://www.ready.gov/active-shooter>
- <https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-resources>

An example of a useful standard is the American National Standard on Workplace Violence Prevention and Intervention, from ASIS and Society for Human Resource Management:

https://c.ymcdn.com/sites/nabenet.site-ym.com/resource/collection/287C1A6D-C2D6-4E8F-8514-27F9B7FC3CAE/wvpi_std.pdf