

**LARAMIE COUNTY COMMUNITY COLLEGE
2016 ACTIVE SHOOTER EXERCISE
LCCC AFTER-ACTION REPORT/IMPROVEMENT PLAN ADDENDUM**

Purpose of Conducting a Full-Scale Exercise:

As with any emergency response plan, the plan itself is a “living document”. Periodically, based upon insight obtained from actual emergencies, as well as updates in training and restructuring within individual institutions, plans require revision to reflect current best-practices within law enforcement and other emergency response agencies (Homeland Security, the Federal Bureau of Investigation, and local fire and rescue, etc.).

Laramie County Community College Campus Safety, in collaboration with the Cheyenne/Laramie County Emergency Management Agency and the Laramie County Sheriff’s Office revised and published the LCCC Emergency Response Plan in October of 2013. This Plan has been periodically reviewed by these partner agencies and evaluated through table-top exercises. In April of 2016, the agencies agreed to formulate a full-scale emergency exercise which would simulate an active-shooter on campus. The purpose of this exercise would be to further evaluate the College’s Emergency Response Plan and how it would be implemented in the event of an actual emergency. This exercise was structured to provide insight into activation of the plan, to assess the role/actions of individual members of the College’s Crisis Response Team, and to test existing technology with necessary revisions to follow. All of this would allow for revision/update of the plan, as well as recommendations for upgrades in technology, and additional training which would enhance the safety of the College’s environment for all members of the campus community.

Upon completion of the exercise on August 24, 2016, several areas for improvement were noted for each agency involved, to include Laramie County Community College. The areas for improvement are addressed in the following addendum (page references refer to the After-Action Report/Improvement Plan which was provided to LCCC by the Cheyenne/Laramie County Emergency Management Agency):

Coordination and Communication with Local Law Enforcement and First Responders (Page 5)

- **Area for Improvement 1: Radios**

The initial talk group plan that Homeland Security sent to WYOLINK did not match the talk group plan which was provided to LCCC by Homeland Security. Due to the MOU between LCCC and Laramie County Combined Dispatch, LCCC was restricted to use of the WYOLINK radios for extreme life-threatening emergencies. Thus, testing was not permitted under the existing MOU. Following the discovery of the programming error during the exercise on August 24, 2016, the radios were returned to the service provider (Absolute Solutions – Motorola) for correction of the programming error. The programming was corrected and all LCCC Campus Safety radios have been tested without error. In addition, the MOU has been modified by Combined Dispatch to allow periodic testing of LCCC radio capability. During the exercise, it was discovered that the existing LCCC WYOLINK radios occasionally experience environmental interference depending upon where the radios are being used (basements, interior of buildings in which there are no windows, etc.). To address these limitations, the Campus Safety Department of LCCC has obtained quotes for dual band 800 MHZ radio replacements for its departmental portable radios. These models can be purchased through state bid and

have been recommended by the Emergency Management Agency and Laramie County Combined Dispatch. The quote is currently under administrative review.

- Area for Improvement 2: Incident Command & ICS Training

There was confusion regarding the establishment of incident command. The Laramie County Sheriff's Office had not advised LCCC where it was located, and LCCC did not successfully determine its location at the onset. This lack of coordination on incident command was discussed and suggestions made for improvements.

LCCC also informed the representatives from EMA and the Sheriff's Office that the Director, and all LCCC Campus Safety Officers who participated in the training exercise had completed all levels of ICS (100, 200, 300, and 400). All Campus Safety Officers who have not completed ICS 100 and 200 levels will be enrolled. The Campus Safety Director will recommend that members of the LCCC Crisis Team and the President's Cabinet be enrolled in ICS 100, 200, 300, and 400.

Declaring a Campus State of Emergency (Page 6)

- Areas for Improvement: Emergency Declaration

On August 24, 2016, LCCC President Joe Schaffer, accompanied by the Director of Campus Safety, declared a state of emergency during the training exercise. Members of the Crisis Team were aware of this declaration. However, the EMA Director and his Executive Assistant, did not hear the declaration. This aspect has been addressed by the installation of whiteboards, flip charts, easels, television capability, projection technology, etc. in the College's primary command center (Board Room). These additions will improve communication and awareness of the implementation of various phases of the emergency plan by all agencies present.

- The LCCC Campus Declaration of Emergency has been re-written to be more in alignment with the resources offered by EMA through their MOU with outside agencies.

Demonstrate Staff Coordination and Response during an Active Shooter Event (Pages 7 and 8)

- Areas for Improvement: Run, Hide Fight

LCCC has re-written the portion of the college's Emergency Response Plan to reflect the existing training philosophy of "Run, Hide, Fight". Additional training in this philosophy (endorsed by the U.S. Department of Homeland Security and the Federal Bureau of Investigation) will continue for all members of the campus community.

Activation of Crisis Team to Assemble at Command Center (Page 8)

- Areas for Improvement – 1: Crisis Command Center
Status boards, projection screens, and other appropriate equipment have been added to the Board Room for use during an emergency.

- Ares for Improvement – 3: Crisis Team Membership
LCCC has revised its membership list for the Crisis Team and has added back-up personnel for each position, all of whom will be cross-trained.

Additional Evaluation Recommendations (Page 9)

- LCCC has added additional information pertaining to evacuation protocol within its ERP.
- The interim Vice President for Academic Affairs is aware of the need to implement some form of classroom roll call which will enable faculty to be able to determine who is in class during an emergency.
- The Vice President of Administration and Finance is aware of the need to implement a continuity plan for LCCC. The LCCC Chief Technology Officer is currently working with Casper College to design a proposed reciprocal agreement to allow for continuity of operations during a prolonged emergency.

All items within the existing LCCC Emergency Response Plan have been updated by the Director of Campus Safety. These revisions have been provided to the LCCC Public Relations Department for inclusion within the master document which is retained in the PR Department. Upon completion of PR's update of the existing master document, copies will be provided to the College President, members of his Cabinet, and members of the LCCC Crisis Team. They will review the proposed updates/revisions and after further discussion, and upon approval by the LCCC attorney, the LCCC Emergency Response Plan will be reprinted and distributed with training to follow. Future table-top and full-scale exercises will be periodically scheduled as recommended by the Cheyenne/Laramie County Emergency Management Agency.