



LARAMIE COUNTY COMMUNITY COLLEGE

Laramie County Community College 2016 Active Shooter Exercise

After-Action Report/Improvement Plan

August 24, 2016

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

EXERCISE OVERVIEW

Exercise Name	Laramie County Community College Active Shooter Exercise
Exercise Dates	August 24, 2016
Scope	This exercise is a full scale exercise, planned for August 24, 2016 at the Laramie County Community College (LCCC) campus in Cheyenne, WY. The location for the exercise will be the Agriculture Building on the North side of the Facility and in the Board Room, location on the south side of the campus. Exercise play is limited to LCCC staff and requested first responding agencies only.
Mission Area(s)	Prevention, Protection, Response, Recovery
Core Capabilities	Operational Coordination, Operational Communications, Public Information & Warning, Situational Assessment, Intelligence & Information Sharing
Objectives	<ol style="list-style-type: none">1. Coordination and communication with local law enforcement and first responders2. Declaring a Campus State of Emergency3. Demonstrate LCCC ability to provide timely internal warnings4. Demonstrate faculty coordination and response during an active shooter event5. Activation of Crisis Team to assemble at Command Center
Threat or Hazard	Active shooter within the facility
Scenario	This exercise scenario will involve an active shooter incident on the Laramie County Community College campus resulting in death and injuries to students and staff. It will involve a patrol response from the Laramie County Sheriff's Office as well as a response from the SWAT Team, Crisis Negotiators Team, Fire/Rescue and ambulance personnel.
Sponsor	Laramie County Sheriff's Department and the Cheyenne/Laramie County Emergency Management Agency
Participating Organizations	Laramie County Community College Laramie County Sheriff's Department



Cheyenne / Laramie County Emergency Management
Laramie County Fire District #1
American Medical Response



Point of Contact

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ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
1. Coordination and communication with local law enforcement and first responders	Operational Coordination			X	
2. Declaring a Campus State of Emergency	Operational Communications		X		
3. Demonstrate LCCC ability to provide timely internal warnings	Public Information & Warning		X		
4. Demonstrate faculty coordination and response during an active shooter event	Situational Assessment		X		
5. Activation of Crisis Team to assemble at Command Center	Intelligence and Information Sharing		X		

Ratings Definitions:

- Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures,

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<p>regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.</p> <ul style="list-style-type: none"> Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). 					

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Coordination and Communication with Local Law Enforcement and First Responders

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Operational Coordination

Critical Tasks Identified:

- Notification/Communication with Laramie County Combined Communication Center (911) Complainant
- Notification of Campus Safety – 911 Complainant

Strengths

The capability level can be attributed to the following strengths:

Strength 1: LCCC Security arrived on scene to coordinate with first responders.

Strength 2: LCCC Security provided keys and floor plans for the involved building.

Strength 3: LCCC Security monitored their surveillance cameras for the building involved and relayed the information to LE on scene.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: The WyoLink handheld radio belonging to LCCC Security did not function correctly, causing a communication and coordination failure between LCCC Security and responding Sheriff's Deputies.

Reference: LCCC Emergency Response Plan, WyoLink MOU

Analysis: LCCC to program radios with the correct talk groups as soon as possible. Regular testing should be conducted to ensure the capability works.

Area for Improvement 2: The LCCC Liaison had difficulty in identifying the Incident Commander (IC). A contributing factor in this was that the Sheriff's Department did not properly identify the Incident Commander or the Incident Command Post in accordance with the ICS protocols. The LCCC Liaison coordinated with several on scene responders but did not coordinate with IC directly. This communication disconnect became much more evident once Incident Command set up the Command Post at a secondary location. This also affected the decision making processing for the Crisis Team.

Reference: LCCC Emergency Response Plan, Incident Command Principles

Analysis: LCCC staff coordinated with on scene responders effectively. However, no coordination with Incident command took place. LCCC must be able to identify the Incident Command post and be able to continually interact with Incident Command throughout the

duration of the incident. Additional training for security staff to the ICS 100 and 200 levels is recommended. ICS 300 and 400 should be obtained for security management. The crisis team should have a basic understanding of ICS as long as they have a liaison with incident command.

Declaring a Campus State of Emergency

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Operational Communications

Critical Tasks Identified:

- Notification of President – Campus Safety
- Declaration of Emergency - President

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Notification to the President by Campus Safety was done immediately. Within 15 minutes of the incident all cabinet members were notified and the Crisis Team plan was activated.

Strength 2: President quickly declared a campus emergency.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: The President declared a state of emergency in the beginning minutes of the event. However, he, nor the Director of Campus Safety, notified the Crisis Team of the declaration. The Declaration of Emergency as written in the plan is limited in its actions.

Reference: LCCC Emergency Response Plan

Analysis: Discussions after the event identified the need to review and potentially re-write the Campus Declaration of Emergency to a document more aligned with a request for help or resources beyond the capabilities of the college.

Our recommendation is to review and rebuild the declaration of emergency. Such document should include the nature of the incident, the actions taken so far, and the potential need for assistance from outside agencies.

Demonstrate LCCC's Ability to provide timely internal warnings

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Public Information and Warning

Critical Tasks Identified:

- Activation of Campus Cruiser – Public Relation
- Activation of Voicemail Distribution List – Telecommunications Specialist
- Use of EaglesEye Emails – Public Relations
- Use of Digital Signage – Public Relations

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Multiple messages were sent using different outlets throughout the event to notify and update students and staff members. Public relations staff coordinated with the command center personnel and the LE Public Information Officer to ensure messages were accurate prior to release.

Strength 2: The use of the new Rave Communications System worked well within the guidelines of the event and appears to take the place of several old warning methods.

Strength 3: Internal coordination between LCCC public relations and other internal departments ensured a coordinated message.

Areas for Improvement

N/A

Analysis: Strong coordination efforts were seen between LCCC public relations and internal agencies as well as strong relationship with the Sheriff's Department Public Information Officer. The Rave communications system is a useful tool for the college. We recommend continued education and exploration of the system.

Demonstrate staff coordination and response during an active shooter event

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Situational Assessment

Critical Tasks Identified:

- Lockdown; Shelter in a place of safety, and/or Evacuate

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Lockdown and shelter in place notifications were sent immediately in accordance with the current ERP.

Strength 2: Advanced camera system allowed Command Center the ability to view the scene.

Areas for Improvement

N/A

Analysis: Current educational technique is to teach the “Run, Hide, Fight” response to an active shooter. This action is not reflected in the current ERP. This was discussed both during and after the event and no course of action is recommended by the evaluation team. It is up the college to provide a course of action that is reflected in both their training and the ERP

Activation of Crisis Team to assemble at Command Center

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Intelligence and Information Sharing

Critical Tasks Identified:

- Notification of Crisis Team to Assemble at Command Center
- Evaluate the Crisis Team’s response

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Crisis Team assembled in the command center immediately.

Strength 2: Crisis Team coordinated and interacted well when making decisions and asking for assistance from other team members.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: No areas of improvement noted for the assembly of the crisis team. However, the evaluators did make several notations of the capabilities of the Command Center. It was noted by several members of the evaluation team the status boards, projection screens, and equipment needed to smoothly coordinate the team was insufficient for the event. The need for personal computers and phones were identified by members of the crisis team as well.

Reference: Command Center Supplies

Analysis: Re-evaluate location and equipment available to the team for a large event.

Area for Improvement 2: Evaluation team and Crisis team both identified the need for regular debriefings from each Crisis Team member to ensure all the information is being shared. (Reference status board comment above)

Reference: Incident Command System, Crisis Team Coordination

Area for Improvement 3: Line of Succession for each Crisis Team position was noted by members of the team. Team members identified by position in the ERP may not always be available. Cross training of these positions are recommended.

Additional Evaluation Comments and Recommendations

- Evacuation procedures updates were discussed to include a meeting location for all staff and students to ensure accountability and safety.
- Staff identified immediately the need for a better student and staff, including part time, accountability. Ideas for role calls, electronic tracking or other methods of accountability were discussed.
- Continuity of Operations Plans along with post care of the college, students and staff were identified as a critical task by the Crisis Team although not a part of the scenario.
- The professionalism of the Crisis Team was noted by several of the evaluators. The Crisis Team took the scenario seriously and responded accordingly.
- Exercise role players performed very well together to provide the responders an accurate depiction of an active shooter event. Safety was a priority and safety procedures were followed by those involved.
- Responders involved in the exercise performed as expected given the scenario.

