



**Active Assailant Integrated Process Team (AA IPT) for Highway Motor Carrier (HMC) and Mass Transit/Passenger Rail:
Best Practices**

November 2023



*The best practices outlined in this briefing do not supersede or substitute your organization's policies and procedures.

Enhance Recognition

Identify the Threat



Identify

Understand Prevention

Learn Prevention Principles



Assess

Improve Preparedness

Plan for Response & Recovery

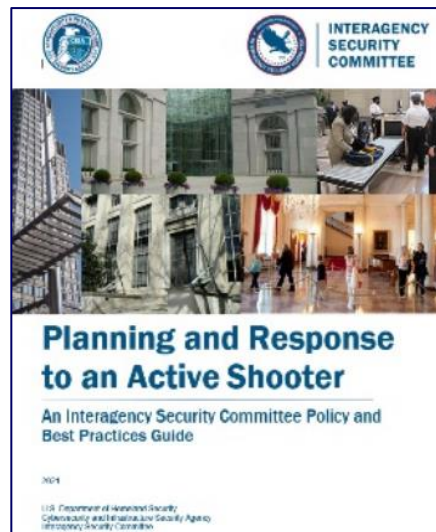


Manage

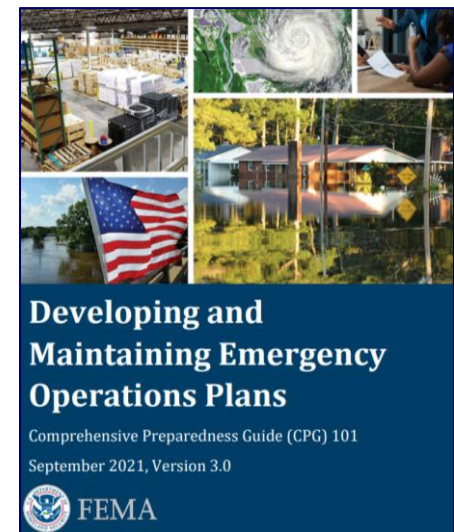
*Help Partner Organizations Develop
and Improve Their Active Assailant
Plans*

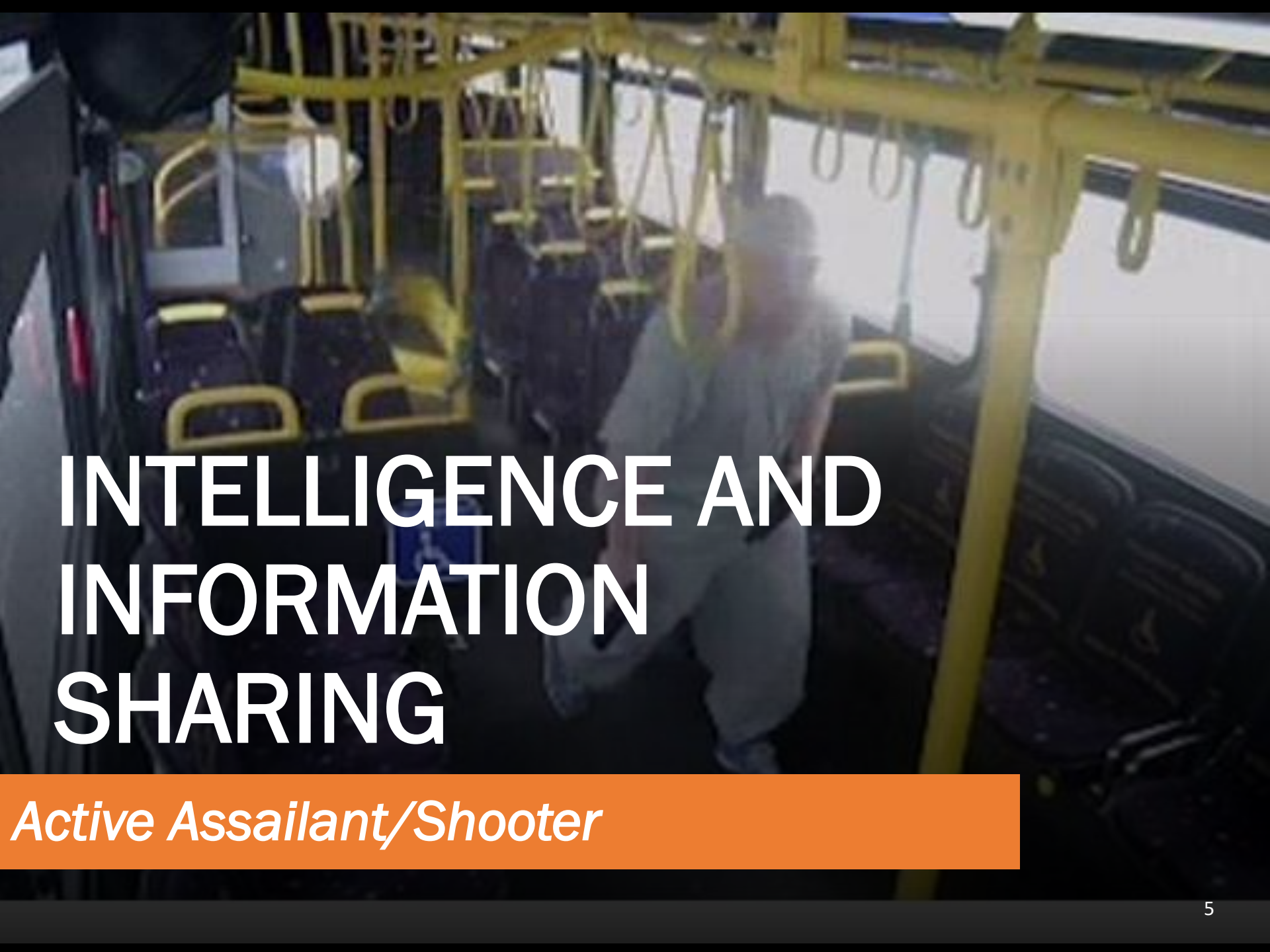
This product is based on best practices compiled by TSA, CISA, FBI, USSS, American Society of Industrial Security (ASIS), Society for Human Resource Management (SHRM), Carnegie-Mellon University, MTPR and HMC transportation organizations and associations, and other sources. This product is only as current as the resources, research, and lessons learned it is based on.

Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practices Guide



Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG 101) Version 3.0




A person in a grey uniform is walking through the aisle of a public transit vehicle. The vehicle has yellow handrails and seats. The person is walking towards the camera. The background is slightly blurred.

INTELLIGENCE AND INFORMATION SHARING

Active Assailant/Shooter

Active Assailant/Shooter Terminology

FBI Definition:



An individual engaged in killing or attempting to kill people in a populated area.

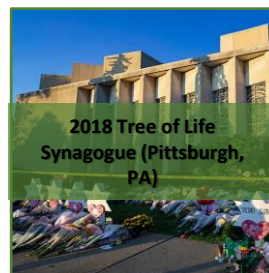
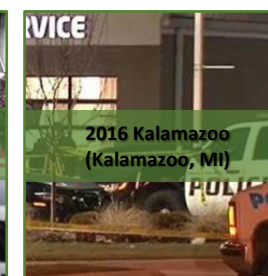
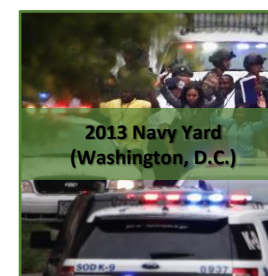
Can be a stranger or someone you know; co-worker (Insider Threat), family member, or customer.

Mostly use firearms but not limited to guns; other types of weapons may be used.

The **active** aspect of the definition inherently implies the ongoing nature of an incident, and thus the potential for the response to affect the outcome.

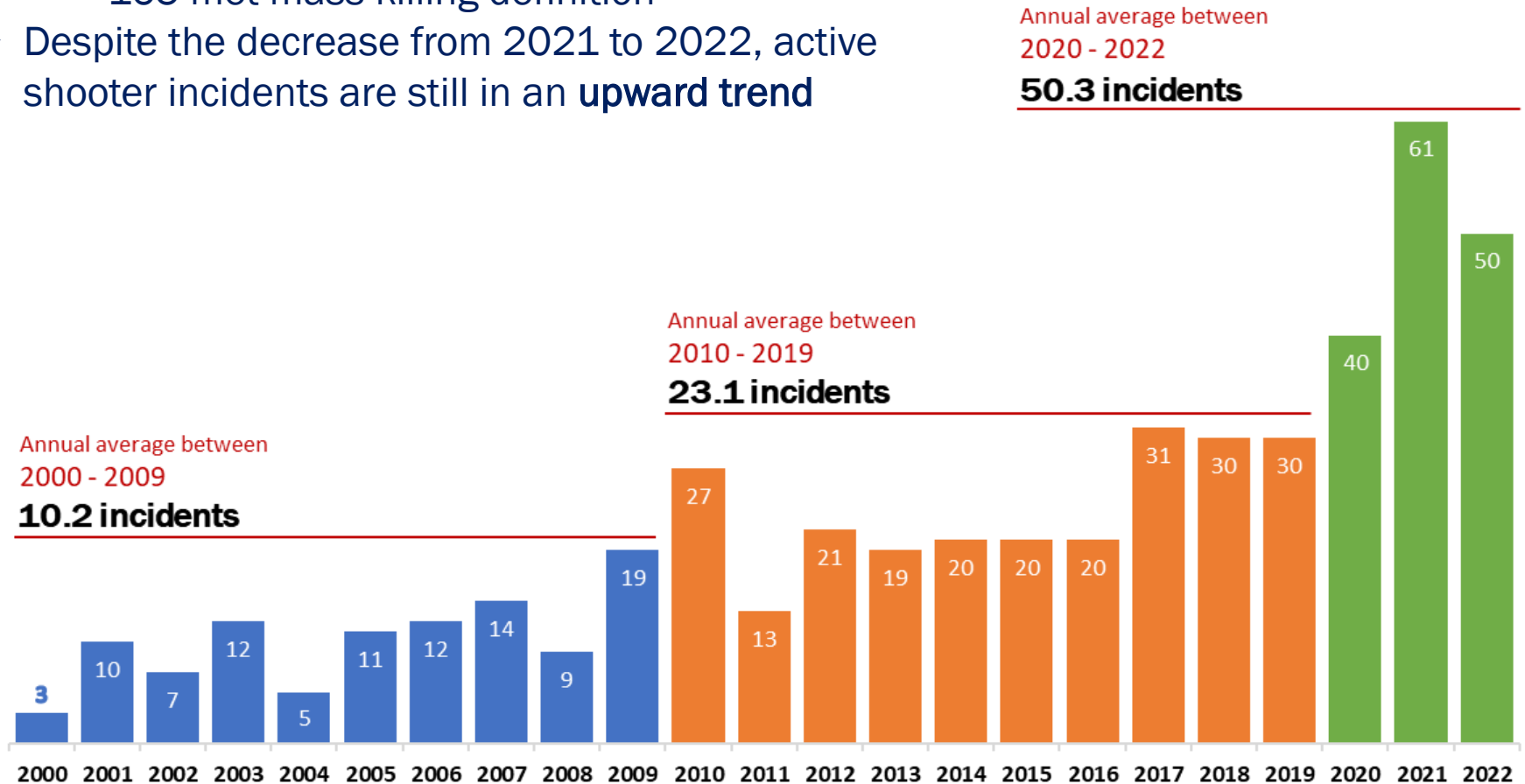
Active Shooter Lessons Learned

- *These cases are significant to our understanding of variables to consider and continuous evolution in preparedness*
- *As tactics of shooters evolved, so have the best practices*

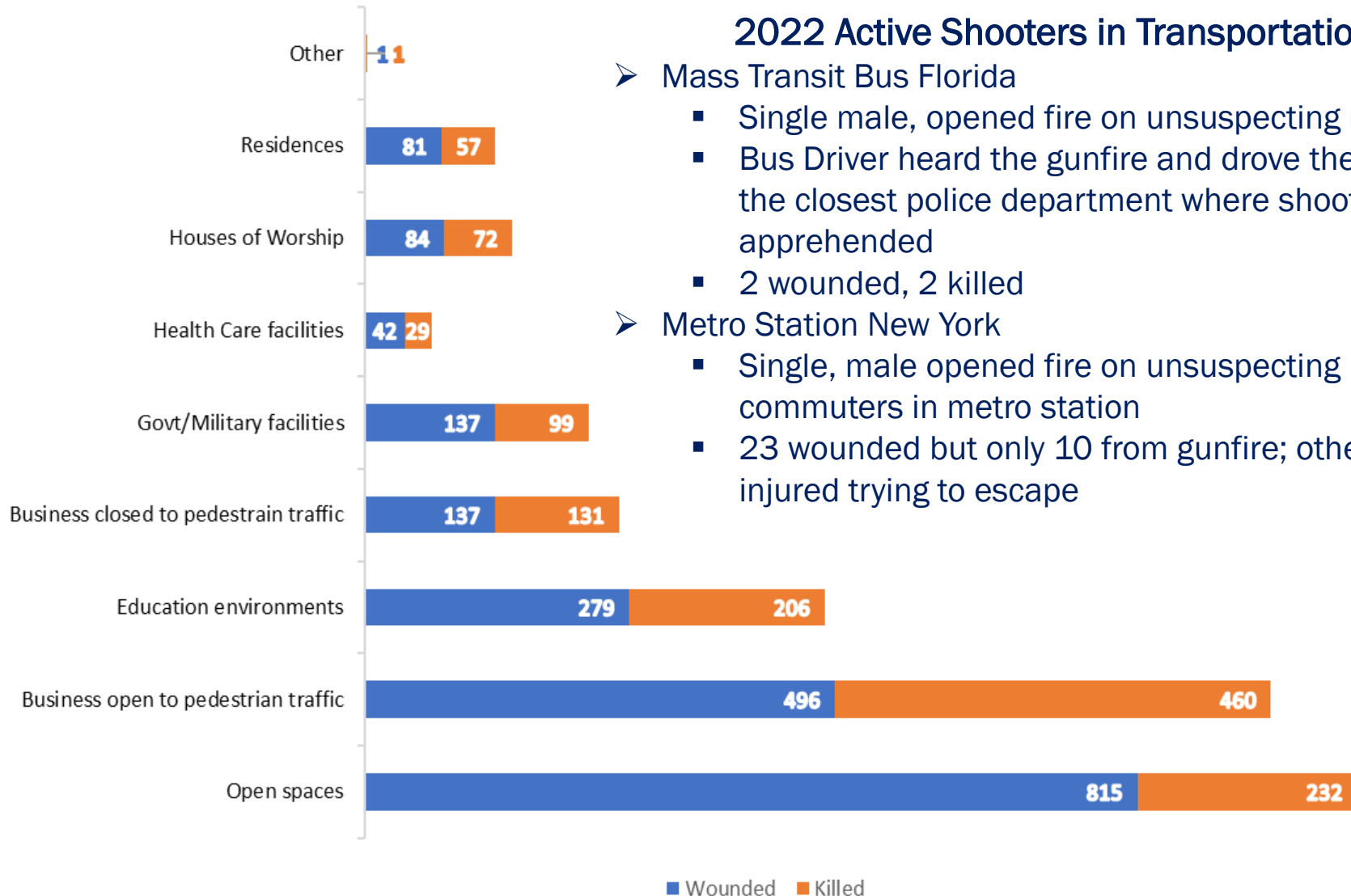


Active Shooter Incidents

- 2000-2022 – 484 active shooter incidents
 - 2,268 wounded, 1,303 killed
 - 165 met mass killing definition
- Despite the decrease from 2021 to 2022, active shooter incidents are still in an **upward trend**



Where Incidents Happen



2022 Active Shooters in Transportation

- Mass Transit Bus Florida
 - Single male, opened fire on unsuspecting riders
 - Bus Driver heard the gunfire and drove the bus to the closest police department where shooter was apprehended
 - 2 wounded, 2 killed
- Metro Station New York
 - Single, male opened fire on unsuspecting commuters in metro station
 - 23 wounded but only 10 from gunfire; other 13 injured trying to escape

Attacks Against Transportation

“If there is a wave of violence in the United States, it is not a terrorist wave; it appears to be a growing level of antisocial violence in trains and buses and in stations and stops, carried out with physical force, knives, and automatic or semi-automatic weapons. 15% of the attacks have been made against drivers, transit personnel, and security officials.” (Jenkins & Butterworth)



Attacks Targeting Transportation



Attacks Targeting Operating Personnel

2021-2022 Assaults Against Transit Operators

Location	Mode	Weapon
Washington, DC	Metro Transit Subway	Stabbing
New York	MTA Subway	Physical Assault
Chicago	CTA Bus	Physical Assault
Chicago	CTA Train	Physical Assault
Detroit	Bus	Knife
San Francisco	Muni Bus	Physical Assault
Portland	TriMet Bus	Mace
New York	MTA Bus	Tree Branch

Target Groups for All Attacks in the United States 2004-2022

Target Group	Attacks	Fatalities	Injuries
All Rail Infrastructure	51	0	0
Operating or Security Personnel and Facilities	33	9	36
Buses	28	5	68
Passenger Train Stations	13	4	16
Passenger Trains	12	3	29
Bus Stations and Stops	2	1	4
TOTAL	139	22	153

-  Integrate ISACs and other intermodal/regional entities into security incident reporting to communicate and distribute threat information and analysis
-  Enhance threat coordination actions for OTRB and School Bus, especially when SROs are not assigned
-  Establish industry/modal definitions of events and thresholds for reporting
-  Private sector organizations with mature reporting and information sharing can facilitate information sharing within sector
-  Mandate security incident reporting / SAR reporting
-  Establish relationships with law enforcement and regional fusion centers



PREVENTION AND DISRUPTION

Preventing the Next Active Assailant

Increase awareness (Identify)

- Train employees, staff, members, and volunteers to recognize the potential for violence.

Encourage a conscious decision to take purposeful action (Identify)

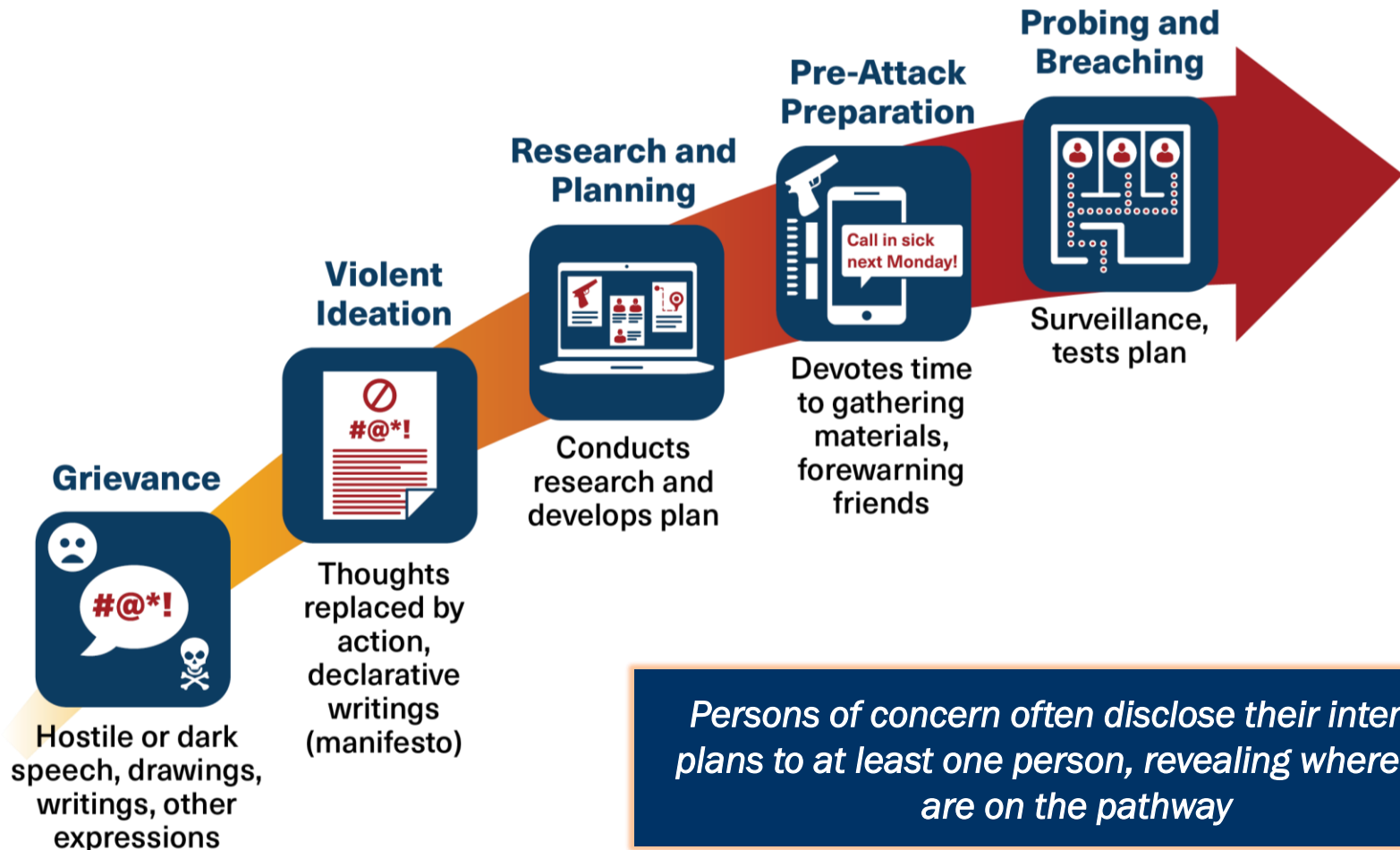
- Assess for danger to yourself and others
- Instill positive culture of reporting; see something, say something

Develop threat assessment (Assess) and intervention capabilities (Manage)

- Enable threat management

Awareness + Timely Action = Prevention

Active Assailants Don't "Snap" They "Decide"



Speech

- Expression of suicidal tendencies
- Talking about previous violent incidents
- Paranoid statements
- Making threats, verbally or written, to inflict harm on others

Feelings

- Depression or withdrawal
- Unstable, emotional responses
- Feeling either arrogant and supreme or powerless
- Intense anger or hostility
- Disgruntlement toward peers or others

Actions

- Increased use of alcohol or drugs
- Violations of company policies
- Increased absenteeism
- Exploiting or blaming others
- Overreaction to workplace changes
- Hearing voices or having hallucinations
- Being uncooperative
- Increasingly erratic, unsafe behaviors

It is easier to determine if a FAMILIAR person is on the pathway to violence. You can notice changes in a familiar person's speech, emotions, and actions.

People Have Bad Days; Doesn't Mean They Are On A Pathway To Violence.

Behaviors That Instill Fear Or Generate A Concern That A Person Might Act Out Violently

- Pacing, ruminating, uncontrolled and disorganized behaviors
- Expressing hatred or prejudice
- Intimidation, emotional abuse
- Staring through you
- Violating personal space, blocking egress or movement
- Stalking, harassment, or bullying
- Finger pointing, tightened jaw, clenched fists, shaking
- Rapid, shallow breathing
- Raised voice, nervous laughter
- Poised to strike or lunge
- Expressing desperation, suicidal or homicidal thoughts

To determine if a STRANGER is on a pathway to violence, because of a lack of familiarity, rely on physical indicators of aggression and/or intrusion.

Signs of Imminent Danger

Some physical signs of aggression may indicate that an individual has progressed to the point that violence is imminent and there is an immediate threat to your safety or those around you.

In these circumstances, you should Run or Hide and get help when it is safe to do so.



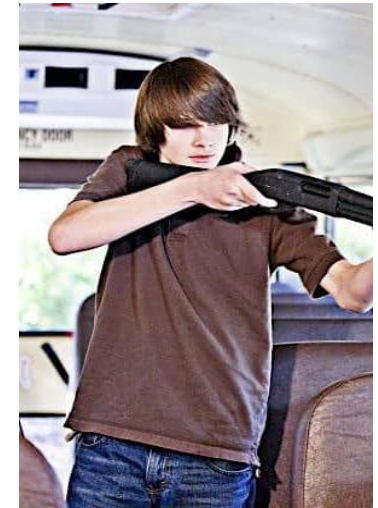
Rapid breathing,
raised voice,
nervous laughter



Aggressive posture,
poised to attack
or defend



Flushed appearance,
tightened jaw,
clenched fists,
shaking,
flaring nostrils



Brandishing or
making threatening
gestures with a
weapon

~85 percent of attackers made concerning comments to others,
many providing specific warning

Two Key Aspects When Observing Human Behavior:

Listen through their
frame of reference, not
your own.

Don't assume that
someone will ask for help
or ask to be stopped, or
that they will speak about
their intentions in the
same manner you would.



Listen with your eyes.

Behavior and
communication will often
be disclosed through non-
verbal means.

*Assess the situation to determine if the threat is immediate, taking into consideration both the **individual** who may present the threat and the **surrounding environment**.*



Individual

- ❖ Is the person's **making you feel threatened**?
- ❖ Is the person exhibiting **signs of aggression**?
- ❖ Does the person **have a weapon**?
- ❖ How is the person **reacting when approached**?
- ❖ Is the person **threatening to commit violence or destruction**?
- ❖ Is the person **using abusive language**?
- ❖ Is the person **making suicidal or homicidal statements**?



Surrounding Environment

- ❖ Did someone **abandon a package** and leave the area?
- ❖ Is someone **loitering or surveilling** the area?
- ❖ Is someone or something **agitating the threatening individual**?
- ❖ Does the person appear to be **legitimately patronizing** the business or service?
- ❖ Is their **clothing consistent with the weather** or the situation?

Preventing A Bad Situation From Becoming Worse

Purposeful actions + intentional verbal communication + specific body language techniques can help to prevent, or at least delay, a violent act.

Purposeful Actions

- ❖ Assess Yourself
- ❖ Remain Calm
- ❖ Respect Personal Space
- ❖ Be Aware of Body Language
- ❖ Listen and Be Empathetic
- ❖ Speak Clearly and Respectfully
- ❖ Empathize

Body Language

- ❖ Relaxed Stance Off to Side of Person
- ❖ Keep Hands Down, Open, and Visible at All Times
- ❖ Do Not Point or Use Aggressive Gesturing
- ❖ Maintain a Neutral and Attentive Facial Expression

Verbal Communication

Instead Of:

“Calm Down!”
“Because I said so!”
“Sit Down!”
“What’s your problem?”

Say:

“I see that you are upset.”
“That is a company policy, not my rule.”
“I can’t move until you take a seat.”
“Can I help you?”

A System of Reporting is Essential

Calling 9-1-1

To alert first responders to an **immediate threat**

What to Report to 9-1-1

- Your name
- Location of incident
- Location of assailant
- Description of situation
- Physical description of assailant or person of concern
- Number and type of weapons
- Number of victims
- Description of situation

Organizational Reporting

To enable assessment and management of an **evolving and potentially escalating threat** from a coworker or known passenger

What to Report to Organization

- Your name
- Name of person of concern
- Nature and context of concerning behavior or comment
- Specific words or actions perceived as threatening
- Intended target of threat; person, facility, group, etc.
- Any background: substance abuse, disgruntlements

In either case – ensure your personal safety before making a report

- Develop reporting system
- Create culture of shared obligation to encourage reporting
- Ensure bystander reporting is treated with discretion
- Act on reports so your people know they are taken seriously



Most important action a person can take is to convey what they know, observe, or fear may happen

- Build a Threat Assessment Team or Threat Management Team
- Align to organizational culture, structure, business, and traits
- Ensure a multi-disciplinary approach
- Trusted staff with fundamental knowledge of organization
 - Leverage organic and existing functions
 - Involve external resources on a case-by-case basis
 - Gather information from trusted sources



At smaller transportation firms, this can become a single individual – fight this to maintain a diverse perspective.

At schools, sometimes transportation is not included – fight this to maintain a multi-disciplinary approach.

Threat Assessment Process

- Assessment approach to consider for TMT
- Combines investigative process and information-gathering
- Applies in emergency situations and non-emergency situations

Assessment Approach

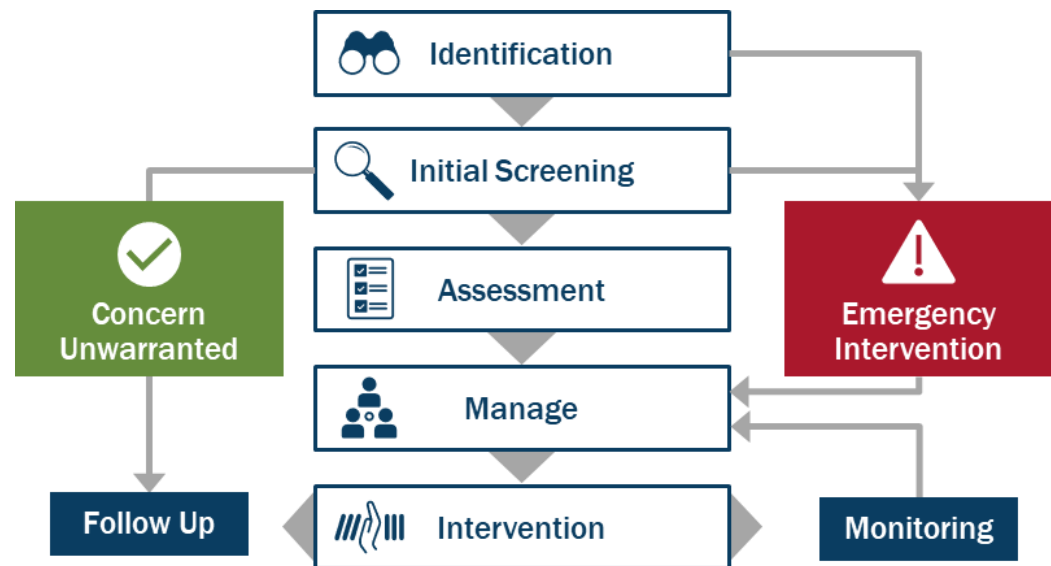
Step 1 - Receive report

Step 2 - Assess urgency

Step 3 - TMT Risk Assessment

Step 4 - Implement measures to manage the threat

Step 5 - Regular case monitoring



- Typically requires multiple intervention methods
- Range from days to years
- Regular reassessments
- Must be sustainable
- Cases don't end with termination or removal
- **Avoid validating grievance**



Threat management mitigates risks from persons of concern, reduces threats to potential targets, and increases overall protection

Employ a range of measures geared toward threat reduction

Examples include:

- ❖ Watch and wait
- ❖ No Ride Determination / Service Restriction
- ❖ Monitoring
- ❖ Physical security
- ❖ Medical attention
- ❖ *Employee Assistance Program referral*
- ❖ *Drug and alcohol testing*
- ❖ *Counseling*
- ❖ Reassignment/new location
- ❖ *Behavioral assessment*
- ❖ *Disciplinary leave*
- ❖ *Safe termination*
- ❖ Legal actions (civil/criminal)
- ❖ Restraining Orders
- ❖ Law enforcement response
- ❖ Interview with trusted source or individual



Train workforce on behaviors indicative of a person on pathway to harm themselves or others



Train operators and public-facing employees on expectations and thresholds for suspicious activity reporting (SAR) and workplace reporting



Train employees on how to assess immediate threats and employ de-escalation techniques



Organize, train and deploy Threat Assessment (and/or Management) Team



Establish case management standards for activities, documentation, and assessment of threats to enable the team to effectively investigate reports of concerning behaviors

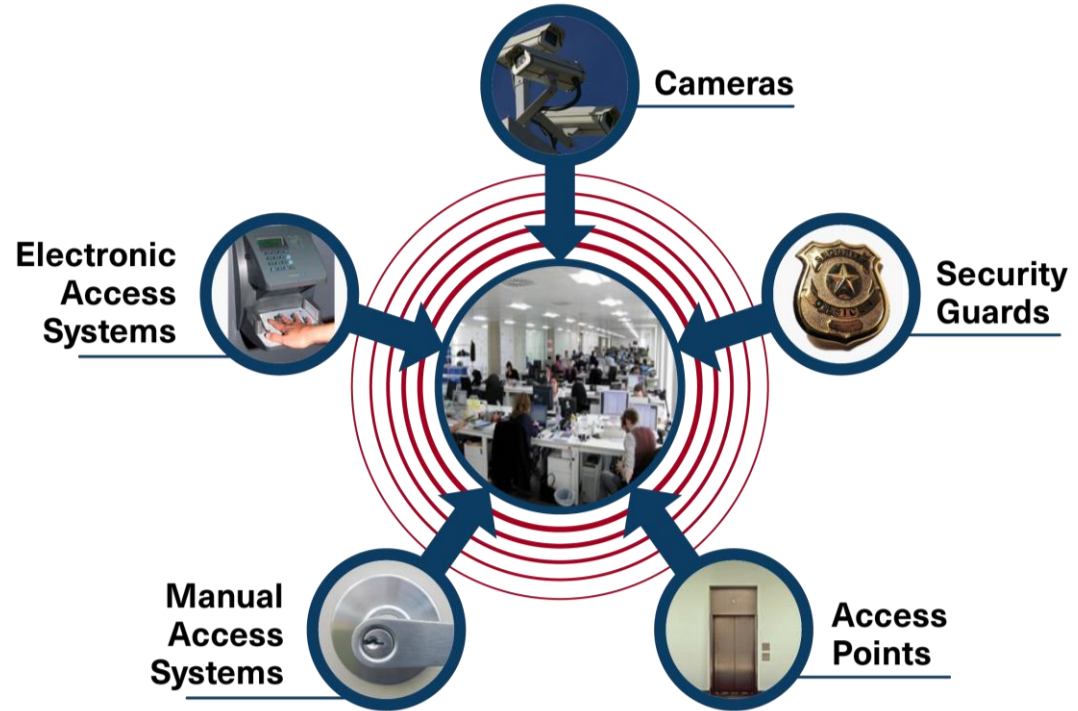


PROTECTION OF TARGETS

Protect What You Value

Protection Planning Practices

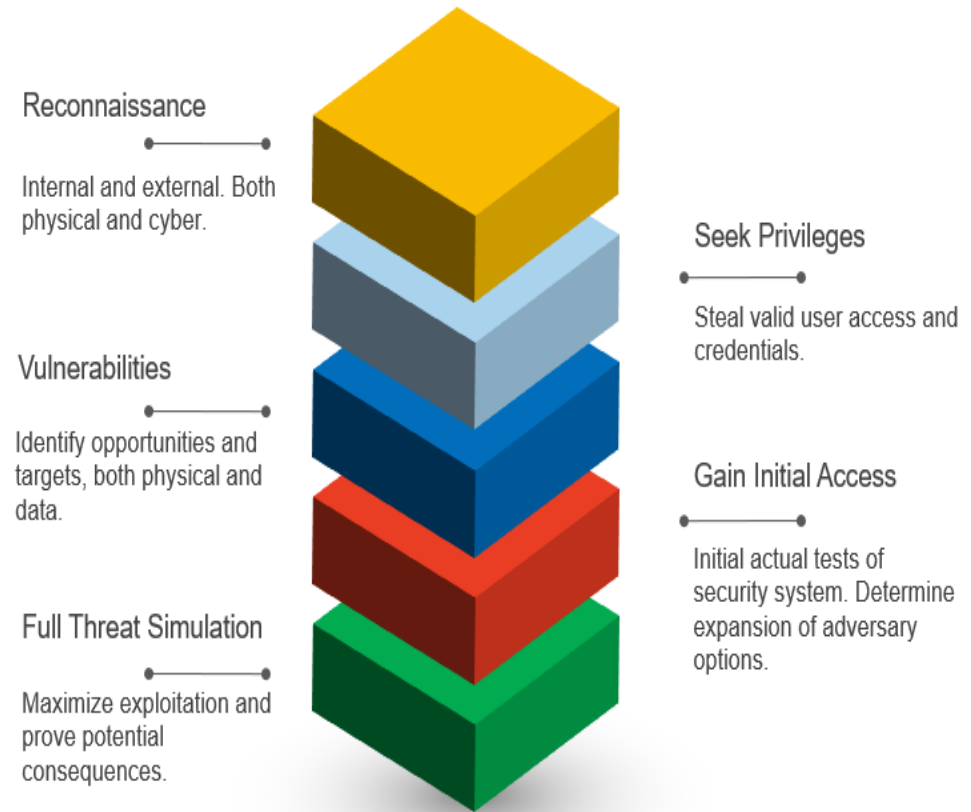
- Identify what organization values
 - Assets
 - Business Operations/Service
 - Personnel & Passengers
- Determine what to protect
- Apply security principles
 - All around
 - Defense-in-Depth, Layered
 - Overlapping
 - Increase in intensity
- Describe effects
 - Deter / Detect / Delay / Deny
 - Describe in plan's Purpose statement



Process helps to identify resources or technologies needed to achieve desired outcomes










Assessing Protection – Red Team

- **Employ attack techniques to detect and exploit potential flaws**
 - Access
 - Security personnel
 - Electronic security systems
- **Red Team of security experts who play adversary role**
 - Security expertise
 - Social engineering
 - Penetration testing
 - Threat intelligence/tactics
- **Impact**
 - Discover and exploit vulnerabilities
 - Simulate design basis threat








Works in tandem with organization's defensive security experts – often employed to assess both physical and cyber pathways

Facility Recommendations

-  Evaluate physical security capabilities, notification, and access control
-  Identify multiple evacuation routes and conduct drills
-  Post evacuation route maps in conspicuous locations
-  Install clear notification systems and messaging
-  Address access and functional needs
-  Designate safe shelter locations along your route and in your facilities
-  Provide first aid kits and appropriate training
-  Create a formal security plan separate from safety
-  Prepare a go-kit for first responders

Driver / Operator / Conductor Recommendations

-  Know evacuation techniques and routes
-  Know location of and how to activate emergency systems
-  Understand interventions and how to help those with access and functional needs
-  Know your work environment; ballistic protection areas, places to hide, accessible improvised weapons
-  Have an emergency contact list



MITIGATE RISKS

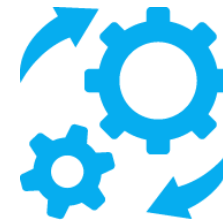
Reducing The Impact Of An Event



Understanding
of risks and vulnerabilities



Identifying
best practices for active
shooter mitigation



Implementing steps to
mitigate

Mitigation is reducing the impact of an event when it cannot be prevented from happening

Mitigation Best Practices

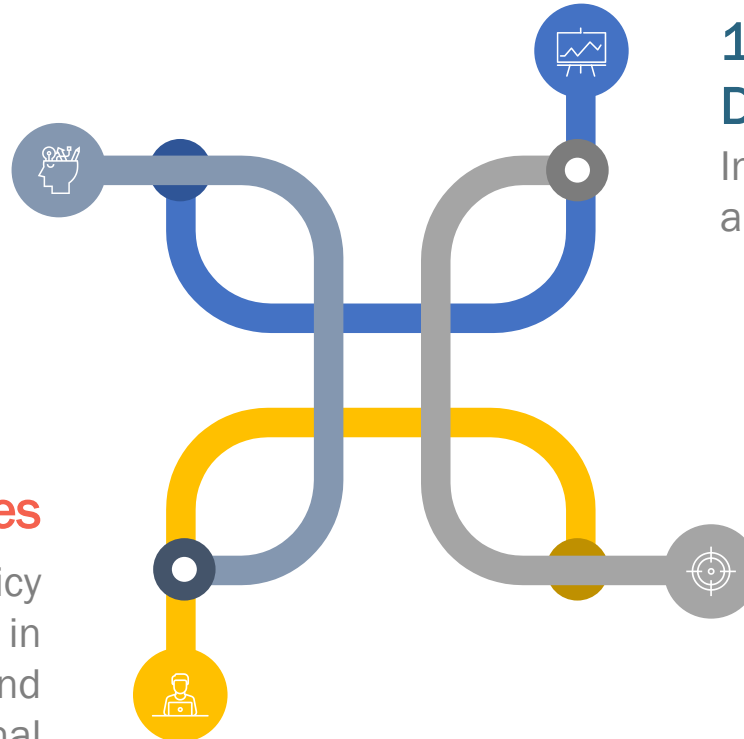


4. Analysis

Assessment of exercises confirms TTP effectiveness and identifies new shortfalls to be addressed by policy.

3. Exercises

Validate security policy and training impacts in individual and organizational performance and identify TTP effectiveness.



1. Security Policy Development

Introduce new TTPs and best practices.

2. Training

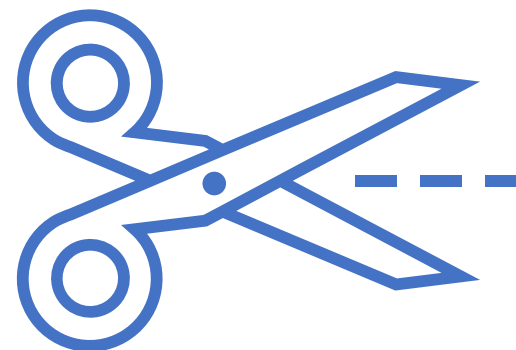
Train new TTPs to the workforce and provide guidance materials or directions for occupants.

➤ Equipment Familiarity

- LE knowing how to rapidly access trains/buses from the outside, such as unlocking doors, windows, etc.

➤ Tactical Considerations for Police

- Accessing transportation systems
- Where/when to stop train/vehicle
- Open/close doors
- Containing active assailants
- Ballistic and safety considerations for LE response



➤ Casualty Planning and Staging

- Situational casualty planning – considering staging of casualties inside of equipment as a potential better option versus a platform or outside tracks
- Considerations for use of an emergency train

➤ Leveraging On-board Systems

- Training on the access and sharing of on-board cameras and communications
- Remote access notification systems

➤ Scenario-Based Training

- Integrated training, particularly workshops and operations-based exercises
- Ensuring transportation operators can employ Stop-the-Bleed/IFAK kits

Actively involve and integrate individuals with disabilities and those with access and functional needs in plan development and review









Programmatic – alternative formats

- Printed information about what to do in the event of an active shooter
- Multilingual information
- Captioning

Physical access – ensure the facility is ADA compliant

- Accessible evacuation routes
- Ramps and access to secure hiding places
- Post facility maps with labeled egress routes

Mitigation Recommendations

-  Conduct risk assessments and risk mitigation planning
-  Create a risk register and route rating system to assess and adjust safety measures.
-  Create reporting methods and encourage culture of reporting
-  Train drivers on de-escalation, civil unrest, suspicious activity observation, crisis management, customer service, and operator professionalism
-  Train operators and dispatch on risk reduction measures
-  Establish playbook of options to reduce risk to potential victims, mitigate person of concern, and increase overall security
-  Conduct regular drills to build workforce capability
-  Invest in duress systems, audio/visual technologies, and communication capabilities to facilitate emergency response



COORDINATED AND EFFECTIVE RESPONSE

Survive and Protect Others

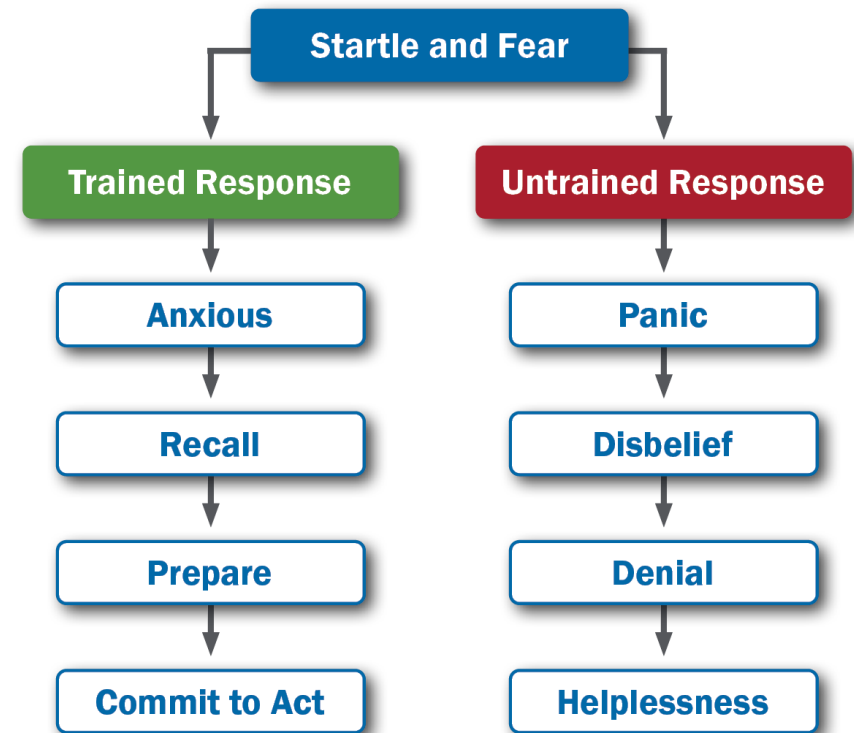
Goal: Survive and Protect Others

- Rapid notification to enable an options-based approach for *each* person
- Safety of individuals is the most important factor
- Crisis communications essential

Individual Decisions Paramount

- Each person will react or respond based on situation and training
- Overcome denial - Run / Hide / Fight
- Helping others increases survivability for all potential victims

ACTIVE SHOOTER INCIDENT



Awareness, training, and rehearsal builds confidence, inoculates people to stress, and reduces response time.

Notification for Effective Response

Exercise or drill your
notification methods to
improve skills and
identify performance
gaps



Designate personnel authorized
to initiate notifications



Pre-script notification messages



Utilize remote communication
management systems



Retain emergency communications
channels



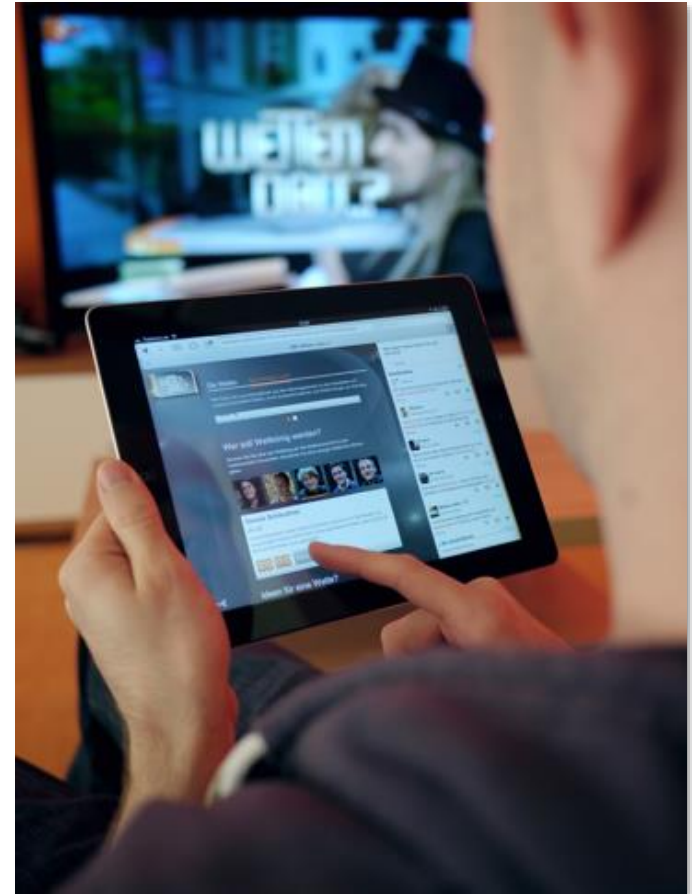
Utilize multiple systems
and social media

Effective communication platform

- Immediate, clear, concise messaging
- Plain language
- Credible sender, targeted audience
- Include disability communications

Use multiple communications platforms

- Internal alerts
- Responder notification
- External warnings





Retain emergency communications with dispatch and 9-1-1.

- Describe situation
- Describe assailant
- Request emergency assistance



Activate push button emergency alerts / duress.

- Turn on cameras, duress systems, or other voice recording devices – may need to do discreetly



Alert passengers to threat.

- Direct them to evacuate
- Continue to update them on progress of incident



Be prepared to brief emergency responders and act as initial transportation liaison and incident manager upon their arrival



RESPONSE BEST PRACTICES

MASS TRANSIT PASSENGER RAIL

Passenger Rail Best Practices



Active shooter incidents can occur at any time, at any place, and without warning.

There are actions you can take to enhance your preparation, prevention, mitigation, and response to the active assailant/shooter threat.

The following are the modified actions that passengers and operators may implement during an active shooter/assailant situation aboard a moving passenger train.



Remain Calm

- Calm people think more clearly



Know Your Train Environment

- Moving vehicle
- Confined space
- Very little ballistic protection
- May not hear shots fired in adjacent cars
- Location of emergency exits



Recognize, Assess, and Report

- Suspicious behaviors or activities
- The potential for violence
- Describe assailant clothing and/or weapons



Understand Response Actions

- Your actions will depend on your role (engineer/operator; conductor; passenger)
- Modify Run/Hide/Fight based on role



Plan Ahead for Stops and Stations

- Off- and on-board passengers
- Passenger pickup/drop-off areas
- Taxi, Ride share lines
- Intermodal connections impacts



Train and Exercise

- How to recognize the sound of a gunshot
- Active Shooter/Active Assailant response on a train
- De-escalation techniques
- Stop the Bleed/CPR/First Aid
- Passenger Evacuation
- Working with Law Enforcement on/off the train



Help Others

- Warn passengers of the threat
- Assist in evacuation
- Help the bleeding or injured



Trust Your Instincts

- Make a response decision, and act

Passenger Rail Best Practices – Engineer / Operator / Conductor

Engineer/Operator

Primary objective is to relay information and to safe the tracks to allow the passengers and crew to self-evacuate, and to provide access for responding law enforcement to stop the threat.

- Notify train dispatch/9-1-1 of incident and detailed relay any information between Conductor (if on-board) and dispatch and 9-1-1 call taker.
- Safe the Track for passenger evacuation (i.e., stop train immediately or get to next platform)
- Work with dispatch to stop surrounding train traffic to protect evacuees and minimize bystanders
 - If stopped away from platform, confirm train traffic is stopped before allowing evacuating passengers; if Conductor(s) on board they will help lead evacuations
- Safest place for an Engineer/Operator during an incident is inside the cab of the locomotive

If no Conductor is on board, prepare to perform Conductor duties listed below

Conductor

Primary objectives are to alert the engineer of the threat and to safely separate passengers from the threat and evacuate the train when able.

- Recognize and Assess threat
 - Is de-escalation an option?
- Notify Engineer/Operator of threat and advise to stop the train
 - Provide details: # of shooters, armed, car number, and where they are located in that car, etc.
- Separate passengers from threat, if possible
 - Move passengers to other cars; Lock interior train door(s) between cars
- Once train is safely stopped, open appropriate doors and evacuate passengers
- Communicate with passengers and fellow employees throughout the incident

The Conductor should be prepared to brief emergency responders and act as initial Rail Liaison

Modified Run – Hide – Fight

➤ Escape/Run

If the train is **STOPPED** and doors are open:

- Escape the rail car, then run to cover
- Leave your belongings behind
- Make sure your path is clear

If the train is **MOVING**:

- Try to move to an adjacent car, away from the assailant
- Leave your belongings behind
- Only move when it is safe to do so – when possible, follow Conductor's directions

➤ Hide

If the train is **MOVING** and/or **NO CLEAR** path to adjacent car

- Climb under or crouch behind seats
- Move to onboard restroom, close and lock door
- Cover your body as much as possible
- Move when it is safe to do so

➤ Fight

As a **LAST RESORT** in a confined space. Expect injury.

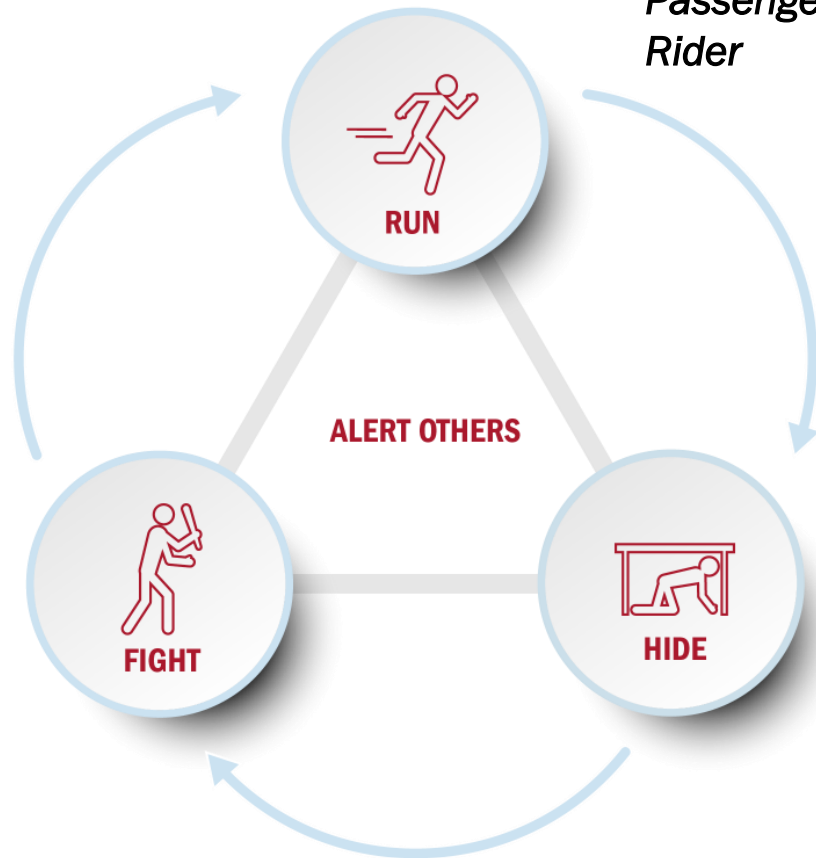
- Attempt to disrupt or incapacitate the assailant
- Act aggressively, yell and scream
- Throw items
- Use improvised weapons
- Work as a group

➤ Alert Others

Whether Running, Hiding, or Fighting, alert others to the danger.

- Loudly yell the threat
- Call 9-1-1 when safe to do so

Passenger Rail
Passenger /
Rider



Some passengers will crouch in place, while many others will attempt to flee creating congestion, confusion, and panic.



RESPONSE BEST PRACTICES

HIGHWAY MOTOR CARRIERS



Active shooter incidents can occur at any time, at any place, and without warning.

There are actions you can take to enhance your preparation, prevention, mitigation, and response to the active assailant/shooter threat.

The following are the modified actions that passengers and bus operators may implement during an active shooter/assailant situation aboard a moving school bus, motorcoach, or mass transit bus.



Remain Calm

- Calm people think more clearly



Know Your Bus Environment

- Moving vehicle
- Confined space
- Very little ballistic protection
- Location of emergency exits



Recognize, Assess, and Report

- Suspicious behaviors or activities
- The potential for violence
- Describe assailant clothing and/or weapons



Alert and Help Others

- Activate panic button and/or emergency notification systems
- Warn passengers of the threat
- Assist in evacuation
- Render first aid to the injured



Understand Response Actions

- Your actions will depend on your role (driver, passenger)
- Assess/React/Evaluate
 - Modified Run/Hide/Fight



Plan Ahead for Stops and Stations

- Off- and on-board passengers
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Trust Your Instincts

- Make a response decision, and act



Bus / Motorcoach
Driver

In an active assailant/shooter situation, drivers are individually responsible for the security and safety of their vehicles and riders. The judgment of the driver in the immediate circumstances of the attack will be critical and the decision to act in each unique situation ultimately falls to the driver.

Assess – React – Evacuate

Bus / Motorcoach Driver

➤ Assess

- Suspicious person or activity at a stop:
 - Do not stop, and call dispatch or 9-1-1
- Active assailant / shooter onboard:
 - Stay calm and assess the situation to support action
 - Determine if you can de-escalate the person or situation

➤ React

- Activate panic button and notification systems, if available
- Notify dispatch and passengers
- Attempt to De-Escalate the assailant, as assessed
- Distract assailant
 - Use driving techniques
 - Swerve from side to side
 - Hit the brakes, accelerate, hit breaks again
 - **Consider intentionally crashing the vehicle (this is as a last resort option and passenger safety must be considered before taking action)**
- Neutralize the threat – use passengers for assistance

➤ Evacuate

Only when safe to do so, evacuate passengers and yourself

- Stop the bus and disable vehicle, if preventing assailant movement
- Open all doors
- Instruct passengers to run to cover
 - Tell them to leave everything behind, put their hands up in the air
- Call dispatch and 9-1-1 when safe to do so
- Be prepared to act as Bus Liaison in support of the Incident Commander once safety of passengers is secured

Modified Run – Hide – Fight

Bus / Motorcoach
Passenger / Rider

➤ Escape/Run

If the bus is **STOPPED** or moving **VERY SLOWLY**.

- Open emergency exit windows or doors to escape, then **RUN** to cover
- Leave your belongings behind
- Make sure your path is clear

➤ Hide

If the bus is moving **QUICKLY** or **NO CLEAR** escape path.

- Climb under or crouch behind seats
- Move to onboard restroom, close and lock door (if applicable)
- Cover your body as much as possible
- Move when it is safe to do so

➤ Fight

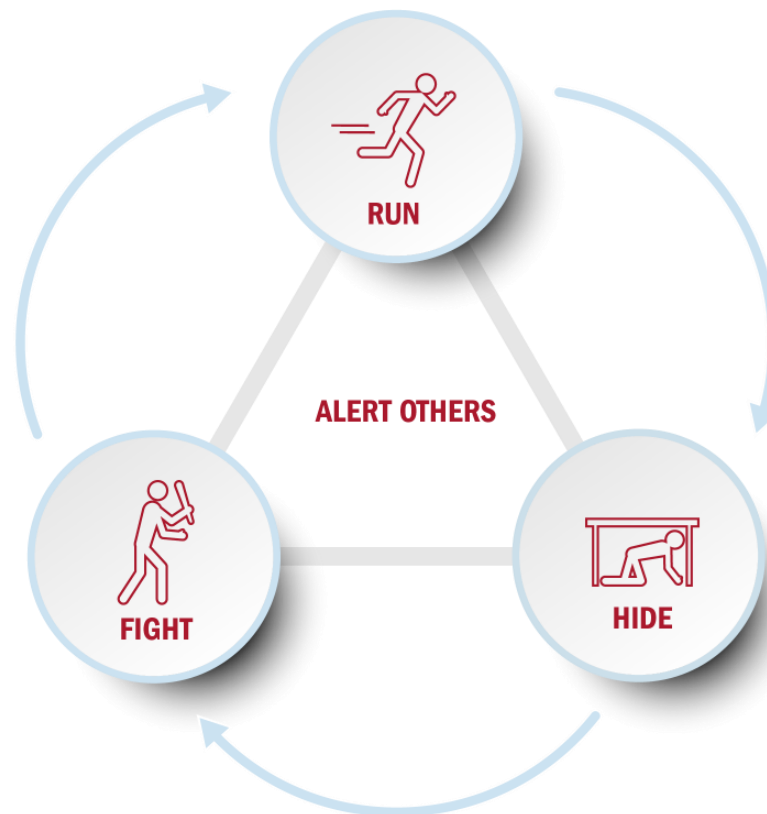
As a **LAST RESORT** in a confined space. Expect injury.

- Attempt to disrupt or incapacitate the assailant
- Act aggressively, yell and scream
- Throw items
- Use improvised weapons
- Work as a group

➤ Alert Others

Whether Running, Hiding, or Fighting, alert others to the danger.

- Loudly yell the threat
- Call 9-1-1 when safe to do so



Notify 9-1-1 and report what you know or have seen.



LOCATION

- Address of incident
- Best way to access the location (which entrance/door is closest)
- Your location at the incident



SITUATION

- Is the incident still in progress
- What is happening – what do/did you see or hear



THREAT

- Number of assailants
- Physical description of assailants
- Type and number of weapons



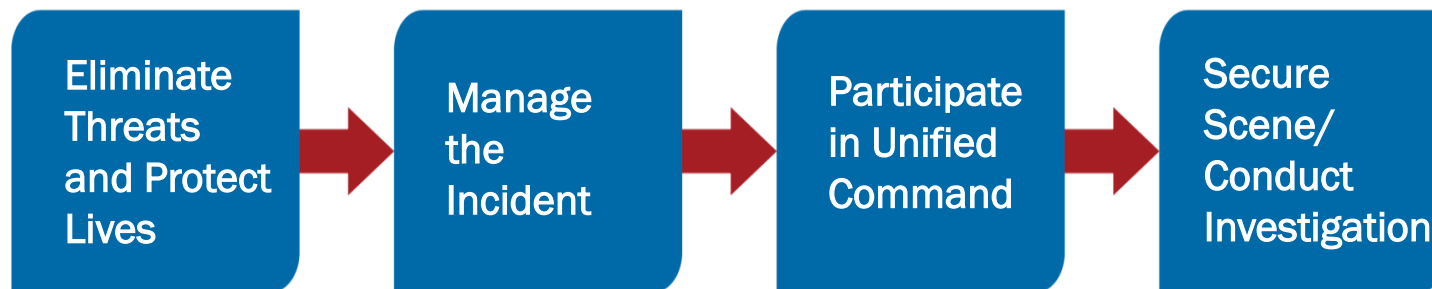
OTHER INFO

- Number of victims
- Types of injuries
- Any people with disabilities or access and functional needs
- Access on-board security cameras

A person who is bleeding can die from blood loss within **5** minutes if the bleeding is not stopped or slowed.

The person nearest in proximity to someone with life-threatening bleeding and/or injuries is best positioned to render first aid and provide life-saving measures.



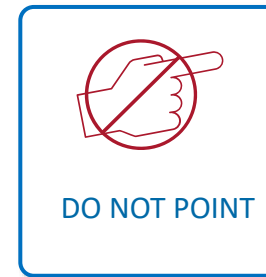


Stop the Killing

Stop the Dying

- Primary role is to save lives
- Will secure the scene
- Will bypass injured until threat is stopped

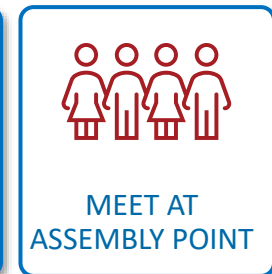
The Role of Passengers



Onboard



Evacuating



➤ Take accountability

- Discuss with others to find out who is missing or injured
- Relay to law enforcement, bus or rail operator

➤ Assess physical and mental health

- Operators: Ask for help right away if you are injured
- Talk to passengers, get them help if needed
- Seek additional care or grief counseling, as necessary
- Hand out organization contact cards to passengers

➤ Notify family and friends

- Pass on your location, safety and health status, and reunification arrangements (only when you know them)

➤ Coordinate with Law Enforcement

- Be patient and tell law enforcement what you know, saw, or heard
- Assist passengers in talking with law enforcement
- Law enforcement will discuss reunification arrangements with you as soon as possible
- Law enforcement will let you know when or if you can retrieve your personal belongings from the incident location
- Be aware that some personal possessions may be collected and treated as evidence by law enforcement for a criminal proceeding

WILL RETURN



RECOVERY

A Return to Functionality Followed by Restoration

Item #098010

Cisco Industries, 7220 W. Wilson Avenue, Harwood Heights, IL 60706



Use PIO or designated spokesperson to send out notifications and speak on behalf of organization – in line with JIC information guidance.

- Have clear and concise pre-scripted notifications tailored to specific events



Utilize multiple systems to update the public: news, service applications, social media – coordinate messaging through JIC.

- Describe resources for emergency help
- Provide points of contact
- Provide links to resources



Provide direct feedback to victims and their families – do utmost to ensure information is accurate.

- A priority engagement
- Give them organizational contact cards

Address Immediate Needs

- Ensure injured individuals are provided immediate care (Response)
- Take accountability; gets names, phone numbers, and email addresses of evacuees
- Support accountability of those requiring medical assistance and transport
- Enable evacuees to contact family/friends, cooperate with authorities, and leave the assembly area for reunification
- Provide immediate grief counseling, evaluation, and treatment of affected individuals

Support long-term restoration through multiple resources

- Source providers and set agreements





Short-Term

- Tend to Immediate Needs for Health & Safety
- Enable Immediate Support
- Passenger / Victim Accommodations
- Establish Reunification with Families
- Establish a Hotline and Crisis Communications
- Interaction with Investigation
- Support Funerals, Vigils, and Memorials
- Continuity Planning – Plan to Resume Operations Safely and Effectively
- Assess Damage and Identify Resources needed for Restoration

This is a continuation of the Response phase as the Transportation / Company representative to the incident command post, would have already ensured your PA / PIO would be part of the JIC to ensure consistent communications to the community and would have likely led passenger support activities at the assembly area(s).

Clear, transparent, and regular communication is key during the recovery phase. Management should provide updates about the recovery process, any changes being made, and where employees can access support.

Remember that recovery from an active shooter incident is not only about resuming operations, but also about supporting the well-being of employees, passengers, and the community, as well as implementing measures to reduce the likelihood and impact of future incidents.



Long-Term

- Restoration of Normal Operations through Return-to-Work Programs
- Workplace Culture and Peer Support Focus
- Provide Grief and Trauma Counseling
- Manage Donations and Volunteers
- Maintain Scam and Fraud Awareness
- Support LE Investigation and Judicial Actions
- Establish Remembrances
- Ensure Compliance with Laws and Regulations
- Complete Root Cause Analysis
- Document and Share Lessons Learned
- Update Plans and Implement Permanent Security Enhancements



Staffing



Assets / Alternate
Facilities



IT Systems



Vital data

- **Prepare formalized plan(s) to recover from a potential incident**
- Applies to both security incidents, cyber breaches, and natural disasters
- Addresses immediate needs, incident and disaster response, and operational recovery
- Ensures the vital resources of the company remain available for operations
 - Personnel – particularly critical is maintaining sufficient critical certifications / training
 - Assets / Alternative Facilities
 - Secondary and tertiary locations in case of an incident at their main hub
 - Supports long-term restoration through multiple resources – source providers and set MOUs / MOAs with other transportation companies or local public sector entities
 - IT systems and vital data – critical operational systems and technology must be protected the most and recovered first to enhance incident response and disaster recovery and safeguard rapid resumption of service

I-STEP

Intermodal Security
Training and
Exercise Program



LESSONS LEARNED

Recent Exercises

Active Assailant/Shooter on Bus TTX: Capitol Heights, MD

Scenario: Shared intelligence reports stated the potential for terrorist attacks against passenger transportation vehicles and agencies. Bus operators have been reporting individuals: trying to stand near the driver, becoming disgruntled when asked to sit down, and boarding with unusually large baggage.

Two individuals board a bus doing its standard route. The two individuals begin to act erratically, argue, and then start a fight. When the bus driver inquires into the situation, one of the erratic individuals pulls a gun on the driver and demands that the bus be stopped. A hostage situation ensues, and the perpetrators shoot some of the passengers.

Lessons Learned:

- Threat Assessment Teams (TAT) can assist in the identifying, assessing and managing of students who may pose a threat to the school, other students, or themselves. It's important to identify and try to divert persons of concern that might be on a pathway to violence. The State of Maryland is adding TAT to Maryland schools; however, these teams can be used in many organizations.
- The transportation industry should consider streamlining and increasing its information sharing. Currently, operational and technological barriers exist in general information sharing as well as threat and intelligence sharing between industry entities and industry systems. Each organization should review how it receives and shares information among industry partners, with federal, state, and local entities, and within its own house to identify any constraints.
- There are various bus operator training programs currently used to foster safe and efficient operations and teach how to mitigate potential hazards; however, the majority of these programs do not include topics such as de-escalation, civil unrest, suspicious activity/observation, crisis management, customer service, and operator professionalism. Preparing employees through an "All Hazards" approach includes "people as threats" and is integral to an organization's incident response planning and the crisis decision making of those in harms way. Many of the requested trainings can be found, for free, through federal agencies such as CISA.
- The Department of Transportation regulation's restrict drivers from holding mobile devices or having to press more than a single button to make a call, even in emergencies. While many organizations have a variety of emergency procedures and equipment, some have only one or two. These capabilities need to be established in all buses, used collectively and to their fullest extent and operators need to be better trained on their usage.
- Dispatch personnel need a basic mechanic/equipment job aide to be able to assist operators and first responders in emergency situations.
- Law enforcement and other first responders need to be familiar with transit equipment and facilities and their emergency response operations before an incident occurs. It is advisable for organizations to meet with first responders and establish relationships, develop emergency plans for controlling access and how to safely disembark passengers, the best ways to disable pieces of equipment, how to assault a bus during a hostage situation, and deciding who will be primary points of contact among other things.

Active Assailant/Shooter on Bus TTX: Atlantic City, NJ

Scenario: The scenario is based on several drivers report individuals making requests to stand near the driver and becoming disgruntled when asked to sit down. The scenario then updates as an individual with a large, unusual sized bag boards the bus.

The scenario concludes several weeks later when the same driver is on a normal route and two passengers display erratic behavior before escalating into a fight. When the driver stops the bus to ask about the situation, an individual pulls a gun on the driver and shoots him, wounding his arm. The bus driver opens the bus door, allowing passengers to flee, while the suspect shoots and kills a passenger and takes all remaining passengers hostage.

Lessons Learned:

- Participants acknowledged the importance of establishing relationships with intelligence gathering entities; however, many transportation stakeholders appeared unsure of how and where to receive updated threat information on a regular basis. Attendees discussed reaching out to local, state, and federal law enforcement agencies, fusion centers, state and national associations, and/or Information Sharing and Analysis Centers (ISACs) to receive any alerts or notifications relevant to their industry.
- Many participants noted they have informal processes for identifying, reporting, evaluating, and sharing credible threat intelligence and information; however, they identified the need to formalize these procedures and provide training for suspicious activity reporting.
- Exercise discussion identified that most organizations do not have established protocols for their employees to respond to threats on buses. Law enforcement recommended having organizations include “Run, Hide, Fight” training as a first step. Participants acknowledged the importance of this training within their organization, as well as cross-training on response with local law enforcement. Additionally, participants expressed confusion about whether their bus operators should immediately call 911 or notify their internal dispatch when an incident occurs onboard their bus. While some attendees indicated they would want their operators to call 911 first, this is not formalized in any of their response plans.
- During the discussion, participants identified the need to incorporate additional details into their emergency response plans. They noted that should an incident occur at their main headquarters or bus depot, they do not have secondary and tertiary locations to support the continuity of their operations. Additionally, it was noted that many organizations rely too heavily on informal communications to a single point of contact (POC) in order to communicate and coordinate response actions.
- Some private sector motorcoach participants expressed concerns regarding the absence of advanced alarm and audio/video surveillance systems on their buses. Additionally, platforms through which bus operators can communicate with their organization were lacking.
- Few participants indicated their organization has a COOP. It was recommended that stakeholders develop and formalize specific procedures to recover from a potential security incident. Participants were provided information from local partners on how insurance companies can assist with additional funding and financial resources for their organization’s security measures. Additionally, some organizations noted Memorandums of Understanding (MOUs) or Memorandums of Agreement (MOAs) with other transportation companies or local public sector entities may assist in responding to and/or recovering from an incident.

Active Assailant/Shooter on Bus TTX: Los Angeles, CA

Scenario: The scenario began with Los Angeles area intelligence agencies receiving threat information of potential terrorist style attacks targeting passenger transportation vehicles and agencies. As weeks passed several drivers reported individuals making requests to stand near the driver and becoming disgruntled when asked to sit down.

Several weeks later when a driver, on their standard route, witnessed two passengers displaying erratic behavior before deliberately starting an argument which escalated into a fight. An individual pulled a gun on the driver and ordered them to pull the bus over and stop. This resulted in a hostage situation, driving first responder and bus operator emergency response protocols. An hour into the hostage event, the perpetrator on the bus began to shoot passengers..

Lessons Learned:

- School bus and motorcoach participants noted they are unsure of how and where to receive threat and intelligence information. Although the Los Angeles School Police Department has a liaison within the Joint Regional Intelligence Center (JRIC), school transportation providers noted that they mostly receive information via word of mouth. Motorcoach companies/drivers travel through so many jurisdictions, they do not know who they should be requesting information from.
- Some motorcoach participants expressed concerns regarding a lack of emergency communications, including mobile phones due to Department of Transportation regulations restricting a commercial vehicle driver from holding a mobile device to make a call, or dialing by pressing more than a single button.
- Exercise discussions highlighted that the transportation industry could streamline the exchange of information with law enforcement, particularly when a threat is on a bus, by adding communication procedures to allow law enforcement to talk directly with the bus driver or communication devices that when activated allow law enforcement to hear, in real time, what is happening on the bus
- School bus and motorcoach representatives acknowledged that social media is often a primary source for learning about security events as individuals often take to social media to report on evolving incidents.
- Participants reported a diverse range of technology platforms used among the school bus, mass transit bus, and motorcoach industries for information gathering and internal and externally communication.
- LA Metro has an extensive active assailant prevention and response training program that utilizes a wide range of mitigation strategies, alerting procedures, employee training and exercising to address the active assailant threat.
- Participants discussed various bus operator training programs currently used such as de-escalation, run-hide-fight on a bus, hostage/hijacking training, civil unrest, and suspicious activity/package to mitigate potential hazards.
- Participants identified key collaboration points between law enforcement and transportation stakeholders during a security incident such as law enforcement training on the different types of transportation equipment, direct communication between law enforcement and bus drivers during an incident, ensuring bus drivers or other knowledgeable transportation persons be included in incident command.

Suspicious Package on School Bus TTX: Indianapolis, IN

Scenario: A group of disgruntled high school students posted broad threats targeting multiple high schools on multiple social media channels. The threats escalated to a specific threat against a specific high school. Later, a suspicious package was found on a school bus from that specific school.

Lessons Learned:

- Information sharing and frequent communication with federal, state, and local law enforcement partners is a critical component for transportation providers to establish and maintain an understanding of current threats and to be able to pass down timely threat information to front line workers, bus operators, teachers, etc.
- Critical incident management teams should include transportation provider representation to allow for a more complete all-hazards threat and incident management process. A school districts transportation agency will be aware of transportation equipment and bus routes adding a level of expertise to the team that is typically missing.
- Bus inspection documentation needs to include an area for security concerns and should be completed pre- and post-trip and available for review and comparison amongst drivers. Without the ability to compare inspections and an area to document security concerns, both safety and security issues can go unresolved and allow threats to go unnoticed.
- School district bus drivers need established policies, procedures, and trainings for searching for, identifying, and managing suspicious packages. These policies, procedures, and trainings should be statewide to create uniformity and employees should review the policies, get refresher training, and take part in suspicious package exercises annually.
- School transportation providers need to be included in school's emergency response plans and crisis communication plans for all hazards, not just those specifically involving a bus, and transportation decision makers identified to mitigate the potential for busses to deliver students into a security incident or hazardous area.
- Bus drivers often have the disastrous practice of leaving the keys to the bus on the bus when it is parked no matter the environment; a secure lot, offsite during use, at the operator's home, etc. Not securing bus keys leaves the vehicle vulnerable to potential threats and can create a serious security risk. Bad habits or practices should be taken into account during the creation of security plans and protocols and included in awareness training.

Resources

ST, PT, & OTRB ISACs:

<https://surfacetransportationisac.org/>

The Surface Transportation (ST) and Public Transportation & Over-the-Road Bus (PT & OTRB) Information Sharing & Analysis Centers (ISACs) are one-stop clearinghouses for information on threats, vulnerabilities, and solutions to physical and cyber infrastructure security. They collect, analyze, and disseminate alerts and incident reports to their membership



American Public Transportation Association (APTA): <https://www.apta.com/>

Only association in North America that represents all modes of public transportation, including bus, paratransit, light rail, commuter rail, subways, waterborne services, and intercity and high-speed passenger rail. Helps ensure that transit agencies are successful in maintaining and improving the security of their employees, infrastructure and customers throughout their systems.



Mineta Transportation Institute (MTI):

<https://transweb.sjsu.edu/>

An organized surface transportation research and training unit that works to improve the safety, efficiency, accessibility, and convenience of our nation's transportation system through research, education, workforce development, and technology transfer.





QUESTIONS

