

The logo for COPS (Community Oriented Policing Services) features the word "COPS" in a bold, blue, sans-serif font. A white five-pointed star is positioned inside the letter "S".

COPS

*Community Oriented Policing Services
U.S. Department of Justice*

Critical Incident Preparedness Toolkit

Assessing Capacity to Respond to Active Assailant Events

The logo for CNA consists of the letters "CNA" in a blue, sans-serif font. A small green dot is located to the right of the letter "A".

CNA

The logo for the Institute for Intergovernmental Research (IIR) features the letters "IIR" in a white, serif font. Below "IIR" is the full name "Institute for Intergovernmental Research" in a smaller, white, sans-serif font.

IIR
Institute for Intergovernmental Research

Critical Incident Preparedness Guide

Introduction to the Toolkit

Active assailant incidents, while rare, are extremely volatile and likely to result in mass violence events. While the probability of facing an active assailant threat or incident is low, it is important that decision-makers and operators be prepared to successfully mitigate potential harm. This self-assessment tool is designed to assist public safety and emergency response agencies, school administrators and security professionals, municipal elected officials, and the community in their response to active assailant incidents by helping them consider potential scenarios and options for dealing with them in advance of an event. This checklist is not intended to encompass all the various considerations unique to each jurisdiction's response; rather, it is a planning tool for first responder agencies and school administrators to use as they consider the various practical issues that may arise when responding to complex incidents, including those involving multiple agencies and jurisdictions.

The assessment tool comprises seven categories:

1. Tactics and equipment
2. Leadership, incident command, and coordination
3. Post-incident response and investigation
4. Public communications in the aftermath of a tragedy
5. Trauma and support services
6. School safety and security
7. Pre-incident planning and preparation

Within each category are listed tasks critical to an agency's ability to plan, prepare for, mitigate, respond to, and recover from an active assailant incident. Once you have answered all questions, the responses are scored to provide a preparedness status for each category. Resources are suggested to improve your agency's readiness for effectively safeguarding your community from the adverse impacts of mass violence events.

Methodology

The questions contained in this self-assessment are based on the comprehensive observations and recommendations presented in the Office of Community Oriented Policing Services (COPS Office), *Critical Incident Review (CIR): Active Shooter at Robb Elementary School*. The observations and recommendations presented in the CIR are informed by previously established guidance from the field, lessons learned from other cities' post-event reports, standard agency practice and protocol, and the input of experts in the field. These observations and recommendations were used to form the assessment questions, resource summaries, and the lists of recommended resources presented in this toolkit.

The information and materials presented in this preparedness toolkit are taken directly from: U.S. Department of Justice. 2024. Critical Incident Review: Active Shooter at Robb Elementary School. Washington, DC: Office of Community Oriented Policing Services.

Why Use This Toolkit?

Even if your agency is rated as highly prepared, ongoing collaboration and coordination among jurisdictional response partners and the community helps to ensure unity of effort in responding to large-scale dynamic events. It is our hope that this assessment and resource toolkit will **provide you with key resources and information necessary to continually improve** your readiness to swiftly respond to mass violence incidents, reduce any potential for mass violence, and enhance your trauma and support services following a tragedy.

How to Use This Toolkit




Questions in the assessment are designed to identify your agency’s current level of preparedness for responding to active assailant and mass violence incidents. As such, it is critical to answer questions candidly and to the best of your knowledge. Questions are primarily task-based.





Each question has three response options: yes, no, and partial.

- A “yes” response indicates that your agency currently and comprehensively addresses the task in question.
- A “no” response indicates that your agency does not currently address the task or question.
- A “partial” response indicates that your agency may address some facet of the task or question, but the response is not robust.

In addition, some questions have follow-on questions based on the response to the initial question. Please respond to the follow-on questions if you responded “yes” or “partial” to the initial question. In addition, if any of the subsequent responses are “no” to the follow-on questions, mark “partial” to the initial question. You will receive an assessment rating for each section and guidance to inform next steps.

- Planners, trainers, and practitioners are encouraged to consider how to amend current policies and practices in effort to continually improve their readiness for responding to active assailant incidents. To support this effort, resources are provided for your agency’s review with each assessment section. Resources are grouped by resource type (Policy, Guides, Training, or Reports) and have icons to label target audience and resource format:

Target Audience			
	First Responders		Municipal Officials
	School Administrators		

Resource Format			
	Document		No-cost Website
	Paid-Access Document		Paid-Access Website

Navigation Page

1. Select the audience* for the assessment

- All
- Law Enforcement
- Response Agencies
- School Safety Administrators
- Senior Leaders

*Only questions applicable to the audience will be considered in the assessment. If "All" is selected, all questions will be included.















2. Select sections to include

-  **Tactics and Equipment**
-  **Leadership, Incident Command, and Coordination**
-  **Post-Incident Response and Investigation**
-  **Public Communication in the Aftermath of a Mass Casualty**
-  **Trauma and Support Services**
-  **School Safety and Security**
-  **Pre-Incident Planning and Preparation**

3. Click to navigate to a section and answer associated questions

4. Click the "Calculator" icon to populate scores

5. Click for resources**

**Resources will open in a new PDF tab. Close the tab to return to this file.



Section A. Tactics and Equipment

Police active assailant response tactics have evolved through the years, informed by the growing knowledge of active assailant incidents. It is crucial that responding officers be trained in rapid deployment tactics to enable them to pursue and apprehend armed perpetrators. It is equally important to consider weapons and protective equipment that should be available in such situations. This section is intended to assist law enforcement in assessing major tactical responses and deployments, including tools and equipment. The recommendations incorporate generally accepted practices and standards established by the law enforcement profession as well as lessons learned across incidents. The section is divided into two subsections: **Active Assailant Tactical Principles** and **Equipment Use and Deployments**.

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Module A.1. Active Assailant Tactical Principles

In an active assailant event, first responders must engage the subject(s) to stop the active threat to save lives and render necessary aid. Generally accepted practices dictate that officers be trained to confront the subject and stop their actions immediately to mitigate the risks to potential victims. Advanced Law Enforcement Rapid Response Training (ALERRT) trains officers on the priority of life scale, by which responders should consider victims first, followed by law enforcement, and then the subject(s). The following questions are intended to assess some of the essential elements of the tactical response to an active assailant incident.

#	Questions	Yes	No	Partial
1	Does your active assailant/dynamic scenes training include instruction that officers responding to an active assailant (and other dynamic scenes) should maintain cognizance of potential crossfire upon their initial approach and make tactical adjustments as soon as feasible?			
2	Does your agency train its officers on one-, two-, three-, and four-person team formations in active assailant training to provide officers the greatest opportunity for success in locating and addressing the threat with whatever weapon system they have on their person?			
3	Does your agency's active assailant policy provide clear guidance to officers that they must continually seek to eliminate the threat and enable victim response?			
	3a. Does your training discuss "triggering points" that indicate when active assailant response protocols should be engaged?			
	3b. Does your training explain that an active assailant with access to victims should never be considered and treated as a barricaded subject?			



Tactics and Equipment

Module A.1. Active Assailant Tactical Principles

#	Questions	Yes	No	Partial
4	Does your agency train its officers to ensure that, in an active assailant incident or dynamic scene with evolving threat, they continually assess their surroundings and stimuli and seek to obtain an accurate picture of the situation to inform their decision-making and tactical approach?			
5	Does your agency's training academy, as well as training providers that instruct at the academy, ensure that active assailant training modules include the factors in distinguishing between active assailant situations and barricaded subject situations?			
6	Does your agency use Location, Conditions, Actions, Needs (L-CANs) to ensure an effective and informed law enforcement response, particularly with assets enroute to an evolving situation?			
	6a. Does your agency train officers that when on the scene of an active assailant incident, they should be cognizant of their description of the situation and how it can influence other officers as they arrive?			
7	Does your agency routinely include L-CANs in training scenarios, including active assailant training?			
8	Does your agency routinely incorporate L-CANs into rollcall, run L-CAN drills, and include L-CANs in your formal after-action review process for all critical incidents?			
9	Does your agency have a formal after-action review process for all critical incidents?			
10	Does your agency provide training instruction on clearing buildings?			
	10a. Do you train your officers to establish a simple, achievable, and standard approach to physically mark rooms that are cleared?			



Tactics and Equipment

Module A.1. Active Assailant Tactical Principles

#	Questions	Yes	No	Partial
11	Does your agency train its officers to balance the risk posed by evacuation versus the risk posed by remaining in lockdown and potentially in the crossfire?			
12	Do officers at your agency undergo a training which emphasizes that evacuations should be conducted in the most expeditious manner, should be limited to those immediately in harm's way, and should not take place at the expense of prioritizing eliminating the threat?			
13	Are officers responding to an active assailant incident prepared to approach the threat and breach or enter a room using just the tools they have with them, such as their standard-issue firearm/service weapon?			
14	Has your agency adopted active assailant training consistent with generally accepted and model standards?			
15	Is your agency's leadership trained to work on critical response / active assailant scenes with the available resources and personnel on scene?			
	15a. Are they trained that when a situation becomes stagnant, they should create an operational inner perimeter with a tactical team, removing all other personnel to avoid overcompensating the situation with unnecessary personnel?			
16	Is your agency's leadership trained to provide direction in an active assailant incident by balancing the urgency of stopping the assailant against their capabilities and the time cost of possible approaches?			
17	Does your agency's leadership consider the amount of time that has passed and the probability of success or improved outcomes when making decisions in an active assailant incident?			



Module A.2. Equipment Use and Deployments

There is no universal list of required tools and equipment an agency or officer should have to prepare for active assailant incidents; lists vary based on agency policies, local regulations, and the nature of the response. Officers should be trained that their only available tools and equipment may be what they carry on a daily basis as standard equipment. Regular training, maintenance, and updates to equipment are crucial to ensure effectiveness and readiness during an active assailant incident. The following questions provide key considerations regarding key forms of equipment.

#	Questions	Yes	No	Partial
1	During an active assailant incident, is your agency's leadership trained to assess the viability of using a sniper early in the incident as soon as the subject's location is known?			
2	Does your agency assign specialized equipment to officers during an active assailant event?			
	2a. Does your agency provide training on the use of specialized equipment to all officers assigned these items?			
3	Does your agency have plans for ensuring that equipment is available at critically vulnerable locations, such as schools and other soft targets?			
	3a. Does your agency work with school officials to make specialized equipment readily available?			



Tactics and Equipment

Module A.2. Equipment Use and Deployments

#	Questions	Yes	No	Partial
4	When experiencing radio voids or dead zones during a critical response / active assailant incident, are your agency's officers prepared to identify and use other modes of communicating, especially in large complex incidents with multiple agencies operating in multiple locations?			
5	Does your agency maintain and upgrade all equipment, including radios, on a regular basis?			
6	Does your agency have an established process for ensuring that all police radios are capable of performing in both wide-open spaces and high-density environments?			
7	Does your agency have a radio operability contingency plan, such as point-to-point communication, that does not require repeaters or internal transmitters?			
	7a. Does your agency train on its radio operability contingency plan?			



Tactics and Equipment

Section Summary

Click "Calculate" to reveal your scores based on responses from each module



CALCULATE



Overall Section Score

Module A.1. Active Assailant Tactical Principles

Module A.2. Equipment Use and Deployments

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Section B. Leadership, Incident Command, and Coordination

Leadership in law enforcement is critical, especially in moments of dire challenge such as an active assailant incident. Leadership requires courageous action and steadiness in a chaotic environment. Leadership can be displayed internally within an agency and publicly when providing service to the community; it arises regardless of rank or title. The questionnaire that follows is aimed to assess leadership, incident command, and coordination in the critical period of an active assailant response. The section is organized into three subsections: **Leadership During an Active Assailant Response, National Incident Management System**, and **Coordination of Medical Response**. The identified recommendations are critical for law enforcement and other responding agencies to learn, practice, and prepare in order to prevent the next tragedy or lessen the harm it causes.

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Leadership, Incident Command, and Coordination

Module B.1. Leadership During an Active Assailant Response

Module B.1. Leadership During an Active Assailant Response

Before, during, and after a response to a critical incident, leadership plays a critical role in setting the stage for an effective response to the incident and the events that follow. A collaborative command and coordination strategy is also critical to responding to and resolving complicated incidents involving multiple agencies. Leadership is essential for supporting this coordination and communication, whether within the agency, with other law enforcement agencies, or across public safety disciplines. The following questions are designed to prompt reflection and careful consideration on key elements in providing leadership during an active assailant response.

#	Questions	Yes	No	Partial
1	Does your agency have a training that directs officers to make entry and engage the subject as quickly as possible during an active attacker incident?			
2	Does your agency train its members that the first on scene (FOS) should engage the subject, regardless of whether there are additional officers on site?			
3	Does your agency have working radio systems or other means to share any intelligence immediately with all law enforcement present in a critical response / active assailant incident?			
4	Do all agency personnel in a position of authority, including those serving in an acting capacity, have the requisite training and qualifications to carry out the responsibilities and duties of their title?			
5	Does your agency train, plan, and prepare for mass violence incidents?			
	5a. Do these plans include the need for incident command structure?			



Leadership, Incident Command, and Coordination

Module B.1. Leadership During an Active Assailant Response

#	Questions	Yes	No	Partial
6	Is your agency's leadership trained and prepared to transition an incident or response to another leader within or outside your agency when needed?			



Module B.2. National Incident Management System

It is critical that leaders develop a coordinated and collaborative command and coordination strategy for situations involving multiple agencies or entities. Mass violence incidents, in particular, often draw the response of many law enforcement agencies, fire departments, medical transport agencies, and emergency medical facilities. A lack of shared understanding among responders regarding their respective roles can create confusion. The National Incident Management System (NIMS) is a useful framework for coordinating responses among multiple agencies working together to prevent, protect against, mitigate, respond to, and recover from all incidents. Emergency responders can use different components of NIMS to conduct operations to help responders at all levels work together more effectively and efficiently. The following questions are designed to help your agency to consider the key elements of NIMS and the degree to which your organization incorporates this system into response operations.

#	Questions	Yes	No	Partial
1	Has your agency fully adopted NIMS?			
	1a. Has your region fully adopted NIMS?			
2	Does your agency routinely practice and implement the Incident Command System (ICS)?			
	2a. Does your agency use the ICS Model for more than just large-scale tactical events?			
	2b. Has ICS become a regular component of your agency's routine operations?			



Leadership, Incident Command, and Coordination

Module B.2. National Incident Management System

#	Questions	Yes	No	Partial
3	Does your agency use the National Qualification System (NQS) to improve response, command, and coordination?			
4	Does your agency have a policy on responding to critical incidents?			
	4a. Does your agency train on the policy and set an expectation that leaders will act in a manner consistent with that policy during critical incidents?			
	4b. Is your agency's policy and training informed by research on leadership and on the behaviors, functions, and practices of decision-making?			
5	Does your agency have a policy on critical incidents / active assailant incidents that directs officers to make entry and engage the subject as quickly as possible during an active attacker incident?			
	5a. Do you review your critical incident / active assailant policy on an annual basis?			
6	Are your agency leaders aware that they must immediately determine incident status and the appropriate command structure for an event, as well as continually assess and adjust as the threat and incident evolve?			
7	In a critical incident / active assailant incident, does your agency leadership ensure that all responders on the scene are appropriately provided with a situation status and informed of decisions that affect their responsibilities and actions?			
8	In a critical incident / active assailant incident, does your agency's leadership make every attempt to extricate emotionally involved responders from the hot zone once sufficient personnel are present?			



Leadership, Incident Command, and Coordination

Module B.2. National Incident Management System

#	Questions	Yes	No	Partial
9	Is your agency the lead agency in critical incident / active assailant incidents?			
	9a. As soon as possible and practical, do you establish a unified command—one that includes a representative from each primary first responder agency—to facilitate communication, situational awareness, operational coordination, and allocation and delivery of resources?			
	9b. Does your agency have a plan in place for when another agency is a designated lead agency during a critical incident?			
10	Does your agency participate in regional pre-incident planning and preparation for multijurisdictional response to critical incidents (e.g., active assailant / mass violence events)?			
	10a. Does your pre-incident planning include regional agency leaders and address the process for identifying a lead agency in a multijurisdictional response?			
11	Does your agency have a dedicated staging area manager for critical response / active assailant incidents?			
	11a. Do your incident response plans instruct the staging manager on how to identify an appropriate staging area and direct additional personnel there for assignment duties?			
12	Do your agency's policies and procedures address self-deployment guidance and protocols in a critical response / active assailant incident, including uniform, equipment, and resources?			
13	Does your agency routinely establish an Incident Command Post (ICP) for complex incidents—those that extend into multiple operational periods or involve multijurisdictional or multidisciplinary resources and support?			
	13a. Do your critical response / active assailant response plans direct agency leaders to report to the ICP so that brief and decisive action can be directed out toward the front-line officers?			



Leadership, Incident Command, and Coordination

Module B.2. National Incident Management System

#	Questions	Yes	No	Partial
14	Is your agency prepared to provide critical services during a critical response / active assailant incident?			
15	Does your agency have interagency agreements in place to supplement critical services during a critical response / active assailant incident?			
16	Is your agency prepared with plans for mutual aid during a critical response / active assailant incident?			
17	Does your agency work with the Emergency Operations Center (EOC) in your jurisdiction?			
	17a. Do you work with your EOC in implementing operational stability and developing a continuity of operations plan?			
18	Does your ICP serve as an intelligence collection and dissemination hub in your jurisdiction?			
19	Before, during, and after an event or upon notification of a credible threat, does your agency's ICP provide timely direction, control, and coordination to the agency leadership, other agencies, and other critical stakeholders?			
20	During a critical response / active assailant incident, does your agency's leadership provide uninterrupted communication within the internal organization of the agency (or agencies if there is a unified command structure), externally to other agencies, and to all identified stakeholders?			
21	Does your agency's ICP establish and enact time-phased implementation procedures to activate various components of your agency's critical response / active assailant response plan to provide sufficient operational capabilities relative to the event or threat?			



Leadership, Incident Command, and Coordination

Module B.2. National Incident Management System

#	Questions	Yes	No	Partial
22	Does your agency ensure that all staff are trained and retrained regarding NIMS and the importance of standardized ICS implementation?			
	22a. Does your agency conduct drills, exercises, and tabletops on NIMS?			
	22b. Do you include all first responders, elected officials, and other critical infrastructure stakeholders in these activities?			
23	Does your agency have a memorandum of understanding (MOU) or memorandum of agreement (MOA) in place with agencies within your county or region that clarifies who is in command, taking into consideration an agency's training, experience, equipment, and capacity to take the lead during a multiagency response to a critical incident?			
	23a. Does your agency train and practice together with those agencies on the areas covered in the MOU or MOA, including all first responders, elected officials, and critical infrastructure stakeholders?			



Module B.3. Coordination on Medical Response

The integration of fire and emergency medical services (EMS) response into a unified command structure is an important feature of leadership in response to an active assailant. First arriving emergency medical teams conduct triage—checking for immediate life-threatening concerns, providing treatment, and transporting casualties to a medical facility that can provide the needed services. EMS professionals stress that the act of triage is critical because there is the risk of under- or over-triaging if it is done by an untrained professional. Triage decisions need to be made under a clinical determination. Every law enforcement officer should receive tactical emergency medical training, including the critical core skills of early control of life-threatening hemorrhage and rapid evacuation of mass violence victims to a casualty collection point. The following questions are designed to help your agency assess current plans, policies, and procedures for coordinating and integrating fire and emergency medical personnel into unified response operation.

#	Questions	Yes	No	Partial
1	Do you collaborate with local EMS to develop and train personnel in tactical emergency medicine and provide the appropriate equipment?			
2	Does your agency train and equip personnel using a rescue task force model?			
3	Has your agency worked with emergency medical responders to develop a response, triage, and transport plan for mass violence events?			
	3a. Have the protocols for this plan been agreed upon through a formalized MOU?			



Leadership, Incident Command, and Coordination

Module B.3. Coordination on Medical Response

#	Questions	Yes	No	Partial
4	Does your region conduct executive-level, multiagency tabletop exercises (TTX) through its EOC including elected and appointed law enforcement officials as well as department heads from other government agencies, relevant nongovernmental agencies, and hospitals and other responder agencies?			
	4a. Do these TTXs define roles and responsibilities, identify available resources, and establish an agreed-upon unified command system?			
5	Has your agency adopted the recommendations from the U.S. Fire Administration (USFA) publication <i>Fire/Emergency Medical Services Department Operational Considerations and Guide for Active Shooter and Mass Casualty Incidents</i> ?			
6	Does your agency designate an incident safety officer as quickly as possible during incident response?			
	6a. Do your plans specify that the incident safety officer is responsible for ensuring ingress and egress of emergency vehicles?			



Leadership, Incident Command, and Coordination

Section Summary

Click "Calculate" to reveal your scores based on responses from each module



CALCULATE



Overall Section Score

Module B.1. Leadership During an Active Assailant Response

Module B.2. National Incident Management System (NIMS)

Module B.3. Coordination on Medical Response

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Section C. Post-Incident Response and Investigation

This section focuses on the post-incident responses and investigation of active assailant incidents, including the criminal and administrative investigations; their associated activities and processes, such as crime scene management and evidence collection; and interagency coordination in such efforts. Investigators must take important steps to ensure the scene is safe and secure. They must identify and mitigate all risks and hazards that can result in potential injuries to those remaining on scene, as well as protect against anything that may compromise the scene's integrity. For large-scale incidents where multiple agencies respond and play an integral role in the outcome, post-incident response requires careful coordination among the involved agencies. This section is organized into three aspects of post-incident response: **Investigative Command, Crime Scene Management**, and **Investigations and Incident Reviews**.

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Module C.1. Investigative Command Principles

Establishing investigative command after a multiagency response to a mass violence incident is critical to ensuring effective control and coordination of the scene and responsive resources, assigning investigative assets, collecting information and intelligence, and communicating both externally and internally. The following questions are designed to help you assess your agency's investigative command principles and procedures.

#	Questions	Yes	No	Partial
1	Does your agency have a formal agreement or understanding in place detailing responsibilities for investigative command after a multiagency response?			
2	During and after a critical incident, does your agency carefully assess the location of any command post to ensure it is suitable for the required operations?			
	2a. Does this assessment consider accessibility, size and capacity, availability of resources, and safety and security?			
3	Does your agency's record keeping protocols require that all actions taken by the investigative team be documented to ensure accountability?			
	3a. Do your agency's record keeping protocols require that these logs be kept at both the crime scene and the command post?			
4	Does your agency's written response plans restrict access to the command post to those with a need to be there?			



Module C.2. Crime Scene Management Principles

In the wake of an incident, the crime scene must be rapidly secured with the establishment of inner and outer perimeters, controlled access, and a log of all individuals who access it. In addition to coordinating assets and assessing the crime scene, investigators must begin locating witnesses, taking initial statements, tracking down leads, and conducting interviews to ascertain a complete understanding of what occurred. Crime scene analysts, technicians, and investigators should work closely with the lead detectives or investigators responsible for the overarching investigation of the incident. The following questions are designed to help assess your agency’s plans, policies, and procedures for implementing effective crime scene management principles.

#	Questions	Yes	No	Partial
1	Does your crime scene management policy require documentation of all who access the incident site to preserve the integrity of the scene?			
	1a. Do your agency's incident response plans restrict access to crime scenes by allowing only those with a declared and documented legitimate purpose to access the area?			
2	At all crime scenes, do your agency's investigative teams ensure that inner and outer perimeters are established?			
3	Do you conduct multiagency tabletop exercises (TTX) with regional partners focused on scenarios that may necessitate mutual aid and support for complex investigations? <i>Sub-questions continued on next page.</i>			



Post-Incident Response and Investigation

Module C.2. Crime Scene Management Principles

#	Questions	Yes	No	Partial
	3a. Do these TTXs have as objectives building greater interagency coordination in activities like evidence collection and increasing participants' understanding of jurisdictional boundaries and the capabilities, processes, and expectations of partner agencies?			
	3b. Are the TTXs designed to exploit partners' weaknesses, uncover their strengths, and help them develop solutions?			
4	Do your agency's crime scene teams plan for logistical support by identifying a dedicated coordinator to help with planning and to ensure personnel arriving from out of town are able to find lodging nearby?			
5	Are your crime scene investigators who respond to incidents of mass violence prepared with a designated system to collect victims' personal belongings and align them with their owners?			



Module C.3. Investigation and Incident Review Principles

In the wake of a critical incident that involves serious injury or the loss of life, there are usually two investigations that take place: (1) a criminal investigation into the assailant’s actions and (2) an administrative investigation examining the agency’s adherence to policies and procedures and the response of the responding law enforcement personnel. The criminal investigation is essential in uncovering potential accomplices to the crime; understanding the offender’s motives; providing an official record of the incident; and helping to provide resolution to the victims, survivors, families, and the community. A third lane of review following a critical incident is generally known as a critical incident review or after-action review (AAR). AARs play a crucial role in law enforcement, providing a systematic approach for agencies to assess and analyze their actions after a particular incident. The following questions are designed to help you assess your agency’s investigation and incident review principles.

#	Questions	Yes	No	Partial
1	When performing investigative activities, particularly evidence collection that must be conducted outside in the elements, do your agency's investigative teams properly assess weather conditions taking them into account in scheduling investigative activities?			
2	When investigating incidents in which the form and functionality of physical evidence (e.g., doors) would benefit from testing, does your agency refrain from removing such items until they have been tested?			
	2a. Does your agency formally document the testing via video recording and a written report?			



Post-Incident Response and Investigation

Module C.3. Investigation and Incident Review Principles

#	Questions	Yes	No	Partial
3	After critical incidents, does your agency make it common practice to conduct an after-action review?			
4	Has your agency adopted a parallel investigations policy for criminal and administrative investigations, including for major incidents?			
	4a. Does your agency ensure that information derived from compelled administrative interviews is completely walled off from any criminal investigation into an officer's or agent's actions?			
5	Does your agency adequately resource after action / critical incident reviews to ensure high-quality and timely reporting of lessons learned and areas for organizational improvement?			
6	Does your agency train all personnel who conduct interviews of individuals involved in a critical incident in trauma-informed interview techniques?			
7	Does your agency maintain a duty to collect officer statements for your own administrative records and investigations, regardless of whether an external agency is investigating the same matter as your agency?			
	7a. In instances where an external agency is investigating, does your agency have protocols for consulting with this investigatory body to ensure that compelled administrative statements do not adversely impact the criminal investigation/prosecution?			
8	Does your agency have an MOU with external partners that provides guidance and expectations for sharing investigative data among partner agencies?			



Post-Incident Response and Investigation

Module C.3. Investigation and Incident Review Principles

#	Questions	Yes	No	Partial
9	Does your agency have procedures in place to identify and use forensic child witness interviewers, whether in-house or through mutual aid agreements?			
10	When conducting investigations, does your agency account for the racial, ethnic, gender, and cultural diversity of witnesses when making investigative assignments, including for interviews?			



Post-Incident Response and Investigation

Section Summary

Click “Calculate” to reveal your scores based on responses from each module



CALCULATE



Overall Section Score

Module C.1. Investigative Command Principles

Module C.2. Crime Scene Management Principles

Module C.3. Investigation and Incident Review Principles

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Section D. Public Communications in the Aftermath of a Mass Violence Event

Well-executed and trauma-informed public communications during and after a disaster, emergency, or mass violence event can help victims and community members prepare and respond effectively to such events. Communications must be timely and accurate and provide as much information as appropriate at a given time. Organizations must be prepared to develop proactive messages swiftly and in an organized fashion to keep community members informed and establish the confidence in leadership that can unite a community and assist with the healing process. This section focuses on generally accepted practices and protocols for keeping the public informed during a crisis; public information officer (PIO) duties and responsibilities in the initial response; media staging and relations; during- and post-incident public communications to family members, social media, and the general public, including proactive messaging and rumor monitoring, control, and response; and initial family support, unification, and notification. This section is organized based on three aspects of public communications: **Public Communications During a Tragedy**, **Public Communications in the Aftermath of a Mass Violence Incident**, and **Communications with Victims and Families**.^{**}

***Pre-incident related public communications practices and protocols is covered in Section G. Pre-incident Planning and Preparation*

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Module D.1. Public Communications Principles During a Tragedy

Several key principles can help to guide successful communications during a tragedy. A critical component for coordinated communication during a tragedy is the identification of a PIO and the establishment of a Joint Information System. Establishing a lead agency for each phase of the response during an incident is critical to good communication. During a tragedy, it is the responsibility of a government organization to verify information before it is released. In the event that information shared is discovered to be inaccurate or false, it must be corrected as quickly as possible. Intentionally and thoughtfully considering how culture influences an impacted population after a mass violence event can also help impacted individuals to understand and accept the messaging being communicated, access the support provided, and trust in those delivering it. The following questions are designed to assist your agency in reviewing plans, policies, and procedures for implementing effective public communications principles.

#	Questions	Yes	No	Partial
1	Do senior officials in your jurisdiction have an established strategy or a protocol for developing proactive messages in a quick and organized fashion to keep community members informed and establish a source of strength and leadership that can unite communities and assist with the healing process?			
2	Does your agency's crisis communication plan include an action plan for informing the public about the nature of the critical incident and how the agency will release information about it?			
	2a. Does the plan emphasize the importance of creating a new social media post/message each time the agency has new information to release to reach a larger audience?			



Public Communication in the Aftermath of a Mass Casualty Event

Module D.1. Public Communications Principles During a Tragedy

#	Questions	Yes	No	Partial
3	Does your jurisdiction have a protocol that establishes the agency that will act as the official source of information to reduce confusion about how information will be released?			
4	Does your agency's crisis communication strategy during the incident include identifying the lead agency or notifications about transition to another agency as the lead?			
5	Does your agency's crisis communication plan include a message instructing the public that other modes of incoming communication, except for emergency calls, will be shut down to allow staff to focus on the accuracy and timeliness of information via the official platform?			
6	Does your agency's communication plan address misinformation shared with the public by mistake?			
7	Does it require that information be confirmed by two sources if possible before it is shared publicly?			
8	Does it prescribe that false information be corrected as soon as possible on social media and (if content is highly newsworthy) addressed in the next news conference, with an explanation of why the false information was shared with the public?			
9	Does your agency's crisis communication strategy include monitoring social media and other media coverage to understand the totality of the circumstances, including community sentiment, and to guide decisions about what information to share to refute a false narrative?			
10	As per your agency's communication plan, does your agency assign a specific individual the role of monitoring social media and media coverage? If yes, is that individual from your agency or from a neighboring agency?			



Public Communication in the Aftermath of a Mass Casualty Event

Module D.1. Public Communications Principles During a Tragedy

#	Questions	Yes	No	Partial
11	Does your agency's crisis communication plan prescribe the immediate release of confirmed information that is not law enforcement–sensitive?			
12	Does your current response plan provide instructions on handling public messaging / community news briefings announcing the status of the situation and all pertinent details to establish a feeling of safety in the community?			
13	If an incident is not quickly resolved, does your crisis communication plan instruct the agency's leader to hold regular news briefings to keep the community informed while striving to show strength, compassion, and care for those suffering tragic injuries and losses?			
14	Does your current response plan instruct the lead agency to release information to the community once reunification is complete and victims' families have been notified?			
15	Does a lead agency in your jurisdiction institute incident command and establish a Joint Information Center (JIC) for coordinating the release of all public information and incorporating it into news briefings, including victim information from all medical facilities?			
16	Does your agency's crisis communication plan outline the procedures for assigning a PIO and coordinating the release of information by hospitals if patients are transported to hospitals outside the region?			
17	Does your agency's crisis communication plan outline the strategy for news conferences from the lead agency, including who should provide the briefing, when, and where? Does it recommend that the briefing be delivered by a law enforcement executive who was not intrinsically involved in the response and so would not jeopardize a criminal case or consciously or unconsciously provide unreliable facts?			
18	Does your crisis communication plan for press conferences emphasize that they should take place on scene if possible, to help instill confidence that law enforcement is effectively handling the situation and that the people watching the news conference are safe?			



Public Communication in the Aftermath of a Mass Casualty Event

Module D.1. Public Communications Principles During a Tragedy

#	Questions	Yes	No	Partial
19	Does your crisis communication plan for the press conferences emphasize that the law enforcement leader conducting news conferences should attempt to respond to all media questions, at a minimum explaining processes or announcing when more specific information may be released?			
20	Does your crisis communication strategy state that your agency will release the number of deceased and injured victims as soon as the information is confirmed, as there is no benefit from a delay?			
21	Does your agency have a policy or directive stating that the designated lead spokesperson and agency should establish a JIC and a media staging area in line of sight of the command post?			
22	Does your crisis communication plan include creating a schedule of briefings and coordinating the release of information with other agencies' PIOs? Does the plan recommend the joint news conferences of local, state, and federal agencies take place at the JIC location following this established schedule?			
23	Does your agency have a policy that ensures all media are given the opportunity to receive the same information at the same time via news conferences or previously identified social media or other releases, to prevent inadvertent contradictory news stories or the appearance of an agency favoring a specific media outlet?			
24	Does your crisis communication plan recommend the release of basic details in follow-up conferences? This information sharing shows the community that law enforcement is making progress without compromising the investigation. Basic details include an update on the number of victims and their conditions and information about the subject, the types of weapons used, and the status of the investigation.			
25	Does your agency's crisis communication plan call for disabling scheduled posts during a critical incident?			



Public Communication in the Aftermath of a Mass Casualty Event

Module D.1. Public Communications Principles During a Tragedy

#	Questions	Yes	No	Partial
26	Does your agency's crisis communication plan state that the agency's spokesperson should be briefed by those most knowledgeable on the facts of the incident prior to public comments?			
27	Does your agency's crisis communication plan emphasize the importance of listening and responding to the community's concerns for effective communication?			
28	In a community with a large population with limited English proficiency, does your agency's crisis communication plan recommend that officials post information in other predominant languages besides English to help ensure that critical public safety messages reach a larger audience and help boost trust?			
29	In a community with a large population with limited English proficiency, does your agency enlist the assistance of a local television, radio, or social media channel that caters to the predominant non-English language and non-English speaking culture of the community?			
30	Does your agency have a policy on revealing, as directly as possible, its own mistakes in responses and actions?			
31	Does your agency tailor culturally appropriate services around health, mental health, and help-seeking to local demographics to reduce their stigma and increase their acceptance among community members in need?			
32	Does your agency's crisis communication plan incorporate culturally sensitive communications into early crisis communications?			
33	Does your agency provide training on generally accepted victim-centered, trauma-informed, and culturally appropriate practices to all persons involved in delivering information during and after a mass violence incident?			



Public Communication in the Aftermath of a Mass Casualty Event

Module D.1. Public Communications Principles During a Tragedy

#	Questions	Yes	No	Partial
34	Does your agency's crisis communication plan assign a trained PIO or designated representative to speak to the press and family members or to advise the designated representative on best-practices approaches?			
35	Does your agency have a comprehensive plan for media engagement to centralize information sharing, maintain consistency in messaging, and build community trust in the agency as a legitimate source of information?			
36	Does your agency have a policy or directive that clearly states that any details shared publicly by government officials should have a purpose and not be gratuitous?			



Module D.2. Post-Tragedy Communications Principles

One of the responsibilities of public communications dissemination in the immediate aftermath of a mass violence incident is to respect survivors’ and bereaved family members’ experience; to control leaks of information that has not yet been shared with family members and other victims; and to ensure that when information is shared, it is done with permission and in a trauma-sensitive way. Leaks, misinformation, and incorrect narratives in these incidents further harm the surviving victims and family members as they suffer the traumatic effects of the incident, cope with memories of the horror, and struggle with their grief. At the same time, given the key role journalists and news media play following an incident, it is important for law enforcement officers to understand how to effectively interact and communicate with them. The following questions are designed to help you assess your agency’s post-tragedy communications plans, policies, and procedures.

#	Questions	Yes	No	Partial
1	Do your current response plans clearly state that as soon as any type of mass violence or active assailant incident occurs, law enforcement should serve as the lead on public safety messaging, including updates on the status of the incident and the criminal investigation?			
2	Do your current response plans advise that once the situation has been rendered safe, the affected entity should take the lead in providing information to the public about operations and issues affecting the facility?			
3	Does your agency's crisis communication plan recommend that each responding agency (e.g., school district and law enforcement agency) share or link to the others' content on social media to help avoid contradictions?			



Public Communication in the Aftermath of a Mass Casualty Event

Module D.2. Post-Tragedy Communications Principles

#	Questions	Yes	No	Partial
4	Does your agency have a policy or directive outlining the agency's response when it recognizes an error has occurred to rectify the problem and hold itself accountable to the community and maintain or regain public trust?			
5	Does your agency's crisis communication plan include recommendations for agencies to use social media and the local media to reassure the community that any loss of life will be investigated quickly and appropriately?			



Module D.3. Communications with Victims and Families

In an emergency, timely and accurate communications with victims’ family members and other loved ones, coming from a trusted source in the community, can help control their anxiety. Law enforcement should provide family members and other loved ones with status reports, even when there is no new information about the situation. Thus, the PIO and others designated as in charge of communications can help people remain calm by informing them of the situation and stressing who is in charge and their efforts to address the problem. Trauma-informed practice prescribes that timeliness, privacy, and compassionate messaging are generally seen as beneficial when communicating to families and other victims about what happened to them or their loved ones in a mass violence incident. Every responder to such disasters should be trained in and follow generally accepted practices regarding designated spokespersons, timely and verified information, trauma-informed approaches, and establishment of trusted leaders. The following questions are designed to help you assess your agency’s plans, policies, and procedures for communicating with victims and families.

#	Questions	Yes	No	Partial
1	As part of a community-wide comprehensive emergency response protocol, does your school district have a safety plan for each school that includes a reunification and communication section on how it will direct parents and other family members when a crisis occurs?			
2	Does your jurisdiction have designated personnel to assist emergency personnel as family members rush to the school or reunification location?			
3	Does your school district have a system for documenting which children are present and which parent or guardian has retrieved them using a sign in/out, check-off, or smartphone picture system to document for safety, notification, and reunification purposes?			



Public Communication in the Aftermath of a Mass Casualty Event

Module D.3. Communications with Victims and Families

#	Questions	Yes	No	Partial
4	Does your agency's crisis communication plan recommend preparing a post in advance of an incident containing information, including addresses, about specific locations for notification, family assistance, and property return?			
5	Does your agency have a protocol for preparing and supporting individuals (e.g., investigators, legal representatives, government officials, as well as family members who request information) before and after their exposure to traumatic images and reports of the details of violent crimes, especially those involving the injury and death of children?			
6	Does your agency offer training to local leaders and law enforcement representatives on victim-centered and trauma-sensitive family and victim forums, including their purpose and when it is appropriate to hold them?			
7	Does your agency's crisis communication plan emphasize the need for your agency's representative to provide information in a trauma-informed, victim-centered, and culturally sensitive manner when responding to victims, survivors, and loved ones seeking information?			
8	Does your agency support victims' and families' recovery by giving them opportunities to be fully heard, have their concerns validated, and receive information through a transparent lens?			



Public Communication in the Aftermath of a Mass Casualty Event

Section Summary

Click “Calculate” to reveal your scores based on responses from each module



CALCULATE



Overall Section Score

Module D.1. Public Communications Principles During a Tragedy

Module D.2. Post-Tragedy Communications Principles

Module D.3. Communications with Victims and Families

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Section E. Trauma and Support Services

After incidents of mass violence and active assailant events, discussions often intensify about preparation and prevention, but these discussions and the resulting planning and response rarely foreground the emotional aftermath or resources for immediate or long-term mental health care. It is important, however, to help those affected understand that (and how) they can access crisis counseling, learn good coping skills, and reach out to social supports. Doing so may decrease the number of people who go on to develop mental illnesses because of their exposure to the traumatic event and its aftermath. The goal is to return affected individuals and communities to their pre-disaster level of functioning or help them achieve a sufficient level of adaptation to resume their lives by doing the things they would normally do. This is why the attention to behavioral health (mental health and substance abuse) service delivery matters. This section focuses on the immediate, ongoing, and long-term support for and communication with survivors and victims' families, support services for law enforcement and other responders, and management of emotional aftermath / trauma support for the broader community following a tragic incident. The section is organized into subsections based on the phases in which support services are delivered: **Acute Support Services, Immediate or Intermediate Support Services, Providing Post-Incident Support Services for Responders, and Long-Term Support.**

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Module E.1. Acute Support Services

During any emergency at a school, it is the responsibility of the adults overseeing the care and safety of their students to remain calm and reassure the children that the teachers, school staff, and law enforcement are the ones in charge and will take care of them. At times, adults need to provide clear, firm, and direct instruction and direction, but they can do so in a trauma-sensitive manner, remembering that children’s developmental ages will affect their understanding of the situation. Trauma services are crucial to the well-being and resilience of responders during a critical incident. It is known that responders who have been involved in mass violence incidents may experience various forms of psychological trauma. This subsection focuses on specific processes or activities in the acute phase—the first 24–72 hours following an incident—that require consideration from a trauma perspective. In the acute time frame, helping individuals move from feeling a threat to life or serious injury to feeling a sense of safety can dramatically decrease their fear and anxiety reactions. The following questions are designed to help you assess your agency’s preparedness for providing acute support services.

#	Questions	Yes	No	Partial
1	Do you provide training to responders and school personnel on age-appropriate methods for interacting with children during crisis response to decrease their fear and encourage a sense of safety?			
2	Does your current evacuation plan provide for dynamic (multiple) evacuation routes and safe spaces to which evacuees will be guided for safety, medical triage, and emotional support?			
3	Does your current evacuation plan provide clear instructions and directions on where to proceed during emergency events that includes (where applicable) a corridor of law enforcement personnel set up to ensure the evacuees are unimpeded and directed in a safe manner?			



Trauma and Support Services

Module E.1. Acute Support Services

#	Questions	Yes	No	Partial
4	Does your current evacuation plan include a clear process for ensuring that evacuees are triaged and medically assessed after evacuation and before reunification with next of kin to ensure that all injuries are immediately identified and that victims receive necessary care?			
5	As part of your evacuation planning, do you have an established process—on site where possible—for tracking and identifying students who leave with their parents or guardians?			
6	Does your evacuation plan clearly define a process for collecting victims' names and photos of their guardians and identifying reunification locations outside of the Notification/Reception Center?			
7	Does your agency have a mass violence incident response plan?			
8	Do your current response plans clearly state that the incident commander should assign a communications officer or liaison officer to provide timely and accurate information on the status of the response to family members and the community, help provide a sense of calm and trust, and maintain order?			
9	Do your current training curricula for crowd control, emergency management, mass violence response, and emergency/crisis communications incorporate de-escalation tactics and trauma-informed, victim-centered, culturally sensitive approaches?			
10	Does your mass violence plan provide guidance to responder agencies on their responsibilities for limiting exposure to traumatic crime scenes (e.g., using tents or vehicles to shield the crime scene from view or widening the perimeter to keep it out of sight)?			
11	Does your mass violence plan provide guidance to leaders on limiting the exposure of community members, school staff, and their own agency staff to traumatic materials?			



#	Questions	Yes	No	Partial
12	As part of your disaster preparedness plans, do you provide guidance for establishing a Notification/Reception Center?			
	12a. Does your plan clearly identify where the center will be, who will be in charge, what security measures it will have, how the reunification process will be conducted, what screening of victims and families will take place, and how public communications and media will be handled?			
	12b. Do you include establishing and managing a Notification/Reception Center in your critical incident drills?			
13	Does your disaster preparedness plan provide guidance to Notification/Reception Center staff on ensuring that evacuees and their next of kin know where to receive services and resources once they leave the Notification/Reception Center?			
14	Does your disaster preparedness plan include provisions to ensure that victim advocates contact all identified victims for follow-up at various points after the incident to make them aware of resources and encourage them to seek help?			
15	Do current incident response plans and protocols describe the process to secure your incident command post and provide guidance on keeping onlookers out of the hot zone?			
16	Does your agency's pre-incident planning and preparation include determining where to have families wait for their loved ones during a mass violence incident?			
17	Does your disaster preparedness plan include developing detailed guidance to responders on removing barriers for families and loved ones to entering the hospital, receiving updates, and seeing their loved ones during a mass violence incident?			



Trauma and Support Services

Module E.1. Acute Support Services

#	Questions	Yes	No	Partial
18	Do your Notification/Reception Center plans include instructions for providing clear, accurate, and frequent communication to families and loved ones?			
19	Do your next-of-kin notification plans identify a single trained and trusted leader to verify and provide information to the public about the number of deaths or the process of identification?			
20	Does your next-of-kin notification plan include guidance on how to deliver information to those impacted in a private setting and in a trauma-informed manner?			
21	Does your agency offer specialized training in how to conduct victim-centered, trauma-informed, and culturally appropriate death notifications?			
	21a. Does your agency require that death notifications be made by those individuals that have received specialized training in how to conduct victim-centered, trauma-informed, and culturally appropriate death notifications?			
22	Does your agency engage in a process to identify gaps in staffing capacity where you may have fewer trained or experienced staff in key functional areas and need mutual aid supports?			
23	Does your agency employ trauma notification teams in mass violence incidents?			
	23a. Does the trauma notification team comprise two people, one law enforcement officer and one victim advocate or behavioral health provider?			



Trauma and Support Services

Module E.1. Acute Support Services

#	Questions	Yes	No	Partial
24	Does your agency have a process for monitoring the number of trauma notifications that an individual makes?			
25	Does your agency have a process for ensuring that trauma services are made available to those providing notifications?			



Module E.2. Immediate or Intermediate Support Services

The immediate or intermediate phase covers the first year following an incident. In this phase, there are many supportive actions and interventions that can help those impacted to mitigate the development of a diagnosable mental health concern, including post-traumatic stress disorder (PTSD), other anxiety-related disorders, and major depression. Helping families, victims, and responders avoid developing mental health concerns or address those concerns promptly can allow them to move onto a recovery path. A critical step in providing post-incident support services is to identify the communities affected by the incident and to analyze their specific needs. This subsection focuses on generally accepted practices and standards for post-incident support services. The following questions are designed to help you assess your agency's preparedness for providing immediate or intermediate support services.

#	Questions	Yes	No	Partial
1	Does your current emergency plan provide guidance to officials on the process for ensuring all victims of a mass violence incident are screened medically and assessed for mental health concerns soon after evacuation and no later than 24–48 hours post-incident?			
2	Do your current emergency plans establish/provide for a process of continuous monitoring to ensure that victims and family members are receiving the necessary mental health care and other support services?			
3	Does your agency's response plan identify the need to assign compassionate and trauma-trained personnel to collect identifying information and descriptions of victims, including clothing and photos?			
	3a. Does the plan designate these individuals to serve as a constant presence with victims' families and survivors to monitor them for any medical or security needs, answer any questions, and ensure they have necessities such as water, tissues, and medication?			



Trauma and Support Services

Module E.2. Immediate or Intermediate Support Services

#	Questions	Yes	No	Partial
4	Does your active assailant and mass violence plan assign victim advocates to communicate with and assist families?			
	4a. Does the plan call for assigning a victim advocate to each family member of a deceased person and each injured victim who will work with that person consistently throughout the treatment and recovery period, having frequent communications to ensure the person is aware of and able to access needed services and supports?			
5	Does your agency's recovery plan assign a central coordinating entity to track law enforcement and responder agencies at the incident and others who may have been involved (e.g., dispatchers, technicians, and other support services personnel)?			
	5a. Does your agency dictate in policy how to use this tracking information to ensure that appropriate trauma-related services are offered in a coordinated effort with appropriate follow-ups after the incident?			
6	As part of your comprehensive incident response plan, have you formalized MOUs/MOAs between agencies to help identify all those impacted by an incident and ensure outreach and follow on to all victims?			
7	Do your jurisdiction's emergency response plans provide clear guidance and planning for recovery operations, including education and training, support, and trauma-informed, culturally sensitive approach resources for the victims, survivors, and impacted community members, as well as responders and their families?			
8	Following a mass casualty incident (MCI), does your agency conduct a needs assessment in collaboration with county or state health services to capture the mental health needs of the community?			



Trauma and Support Services

Module E.2. Immediate or Intermediate Support Services

#	Questions	Yes	No	Partial
9	If your agency performs a needs assessment, does it conduct extensive outreach efforts to find and attend to the victims and families who require guidance, referrals, and concrete assistance with obtaining funds, medical care, and behavioral health services?			
10	Does your agency use the needs assessment to develop an outreach plan to identify impacted persons who may have been left out of the original assessment?			
11	During an MCI, does your agency use the spheres of influence or a similar model for public communication outreach?			
	11a. Does your MCI plan include guidance on requirements for post-incident care to ensure that all people in the spheres of influence receive outreach, support, and services, either directly or through broad public communications outreach?			
12	Does your MCI plan designate a lead community agency to coordinate post-incident care services with other response organizations?			
13	Does your jurisdiction's emergency response plan include provisions for establishing a Family Assistance Center (FAC)?			
	13a. Does the plan require the FAC be established within 24 hours of an incident with a security plan that includes external law enforcement presence and a process for internal vetting of providers and those seeking services?			
	13b. Does the plan identify how to determine housing needs for families, service providers, and law enforcement coming into the area and how to leverage local partnerships to reserve room blocks?			
14	Does your plan include guidance on staffing the FAC with a robust number and type of organizations that meet the needs of the community?			



Trauma and Support Services

Module E.2. Immediate or Intermediate Support Services

#	Questions	Yes	No	Partial
15	Does your FAC plan include guidance for assigning victim navigators or victim services personnel to meet victims, families, and community members to aid them throughout the process?			
16	Do you have an MOU or MOA signed with key organizations (such as state law enforcement organizations and the Federal Bureau of Investigation [FBI]) to allow for the sharing of vital victim information, ensuring that outreach is made to all victims, families, and others affected?			
17	Do you have identified locations to establish a FAC/FRC that account for potentially needed space, convenience, public transportation accessibility, and privacy?			
18	Do your current response plans include guidance for managing unaffiliated, unknown, and spontaneous volunteers who arrive at the incident site?			
19	Do your current incident response site security plans designate the lead agency for identifying needs in the community, managing volunteers, and verifying the credentials or experience of those who come to help but are not affiliated with any known response agency?			
20	Does your mass violence response plan include deploying certified therapy dogs or crisis response dogs to support victims, especially when victims include children?			
21	When establishing eligibility for support programs, do you use the spheres of influence or other similar models to develop eligibility criteria?			
22	Do you have a process to ensure that eligibility criteria for state compensation programs is in line with those established by state law and federal rules?			



Trauma and Support Services

Module E.2. Immediate or Intermediate Support Services

#	Questions	Yes	No	Partial
23	Has your jurisdiction developed a process for streamlining the collection of basic contact information with other information needed about the victim and the incident into a single form?			
	23a. Is this process or form usable for all applications for financial and other support services, to avoid adding to the burden of the victims and families?			
24	Does your FAC plan provide guidance to law enforcement agencies on being prepared for scammers to establish fraudulent accounts and for other criminals to use a tragedy for their personal gain? Does it assign law enforcement representation to assist families with navigating these situations?			
25	Does your FAC/FRC plan provide guidance to victim service providers, law enforcement, and other authorities to proactively work with the families of victims and survivors to set up alerts, freeze credit reports, and quickly identify other criminal and fraudulent activity?			
26	Does your FRC plan identify the need to provide financial literacy and security awareness education to victims and family members?			
27	Do your MCI plans include guidance on providing a trauma-informed, victim-centered process for returning personal effects to victims' families?			
28	As part of your recovery plans, do you provide documented guidance on offering community-based activities with opportunities for victims, family members, and the community to come together, receive services, and share space to help them on their recovery path?			



Trauma and Support Services

Module E.2. Immediate or Intermediate Support Services

#	Questions	Yes	No	Partial
29	Are you familiar with the Office for Victims of Crime (OVC)–funded National Mass Violence Victimization Resource Center and the resources it offers?			
	29a. Do you have a designated staff member assigned to participate in the National Mass Violence Victimization Resource Center Resiliency Center Director Forum network?			
30	Do you have an established plan to ensure all victims, family members, and responders receive outreach and education on National Mass Violence Victimization Resource Center Resiliency Center services, crime victim compensation, and resources?			
31	Do your recovery plans address offering behavioral health services in various modalities, such as individual, group, and family therapies, to help people choose which modality they prefer and in which they feel more comfortable?			



Module E.3. Providing Post-Incident Support Services for Responders

Post-incident support is essential for responders involved in a mass violence incident. Responders often do not associate their symptoms with the incident, even though symptoms occurring days, weeks, and months after the incident can still be directly related. An increased recognition of the risk responders face because of their work in emergencies has created more urgency around addressing the mental health of the responder population. Evidence-based practice dictates that any responders—from law enforcement to medics, dispatchers, and others—be provided support services as soon as after the incident (or a responder’s post-incident work) as possible. Several models of intervention are used by the responder community in the aftermath of a disaster response deployment: Debriefings, peer support, psychoeducational sessions, and group supports are commonly applied to help mitigate secondary traumatic stress and compassion fatigue. The following questions are designed to help you assess your agency’s preparedness for providing post-incident support services.

#	Questions	Yes	No	Partial
1	Does your agency's approach to psychological support services for responder personnel during an MCI include immediate and ongoing interventions, education, and training to promote mental health and wellness?			
2	By policy, are your agency's support services for responder personnel provided on site for the duration of the incident, including while law enforcement and other personnel are on site processing the scene, collecting evidence, and conducting their investigation?			
3	Does your agency have a policy or directive that provides a system for monitoring personnel stress during and in the months after an MCI (e.g., regular check-ins with personnel, using assessment tools to identify individuals who may be struggling)?			



Trauma and Support Services

Module E.3. Providing Post-Incident Support Services for Responders

#	Questions	Yes	No	Partial
4	Does your agency have a comprehensive and integrated trauma support plan that includes outreach, follow-up, and ongoing support for responders?			
5	Does your agency have a policy or directive that requires the provision of services to all personnel involved in an MCI response, including resources on post-disaster behavioral health and secondary traumatic stress, referrals to health care providers, and peer support?			
6	If none exist in the local area, does your agency have MOUs and MOAs with regional agencies for trauma support services?			
7	Does your agency have a comprehensive mental health and wellness support services program?			
8	Do your mental health and wellness support services program policies identify modified modalities (e.g., Stress First Aid) for providing trauma support services to responders following an MCI?			
9	Does your agency's comprehensive support services plan include peer support services and resources, including regional or statewide networks?			
10	Does your agency's comprehensive support services plan provide adequate trauma leave to help deployed personnel decompress and return from a traumatic event?			
11	Does your agency's comprehensive support services plan provide in-depth trauma and counseling services to staff who provide victim services at an MCI?			



Trauma and Support Services

Module E.3. Providing Post-Incident Support Services for Responders

#	Questions	Yes	No	Partial
12	Has agency leadership recently reviewed trauma leave offerings?			
	12a. Has your agency considered offering or expanding the window for trauma leave to ensure that a deployed member can take the necessary leave without being perceived as incapable of future deployments simply because they used available resources?			
13	Does your agency's comprehensive support services plan ensure there is coverage for the normal duties of deployed personnel so that the deployed individuals can focus on their deployment and take the necessary leave?			
14	Do your emergency response plans recognize dispatchers as first responders to a critical incident?			
	14a. Do your emergency response plans require dispatchers to be screened for support services?			
15	Does your agency provide dispatchers with mental health screenings and care as well as peer and other supports post-incident?			
16	Does your agency have written policies and resources to provide for the well-being of personnel and families?			
17	Do your response plans expand the definition of responders, consistent with generally accepted practices, to include disciplines other than law enforcement, fire, and rescue staff, such as dispatchers, EMTs, health care providers, ambulance drivers, behavioral health providers, and faith-based leaders?			



Trauma and Support Services

Module E.3. Providing Post-Incident Support Services for Responders

#	Questions	Yes	No	Partial
18	Is the expanded definition (noted in question 17) reflected in all support services provided by resiliency centers, nongovernmental and governmental entities, and other support service providers?			
19	Do you include spouses, partners, and family members of responders when developing or reviewing trauma support and counseling services?			
20	Does your agency have a formalized plan that outlines the roles and responsibilities of each stakeholder for the effective management of emotional and trauma support?			
21	Does your agency have a formalized plan to provide initial support services within hours of a critical incident and to provide access to services such as PFA/SFA, crisis counseling, debriefing, and peer support within 24 hours?			
22	Does agency leadership promote the importance of self-care through training, education, and effective messaging and modeling to reduce the stigma associated with seeking help for emotional and psychological distress?			
23	Does your agency have a plan for evaluating the effectiveness of your emotional and trauma support services post-incident?			
24	Do you provide training on evidence-based behavioral health supports—including resilience-building activities, cognitive behavioral therapy for disaster distress, peer support for victims of mass violence, writing for recovery, and other supports—so that providers in the community have the knowledge and skills to provide effective mental health treatment?			
25	Have you identified behavioral health support providers in your immediate area?			
26	Do your trauma / behavioral health support plans consider the use of teletherapy to increase access to competent providers who could serve highly impacted populations?			



Module E.4. Long-Term Support

National attention to traumatic incidents is usually short-lived—a few weeks, if that long—and such attention is often cut short as soon as another incident is reported. However, negative behavioral health impacts on the victims, families, and impacted communities do not disappear when the media departs. Many people experiencing various types of trauma may not recognize its negative mental health impacts or identify themselves as victims for years. Stigma, cost, and difficulty finding a professional with the knowledge and skills to address their traumatic responses influence whether someone seeks professional help. It is critical in responding to a tragedy to provide long-term care for the community, including by establishing structures to transition victims to service providers, building resiliency of law enforcement and the community, facilitating the memorialization of victims, and improving communications and rebuilding trust. The following questions are designed to help you assess your agency’s preparedness for providing long-term support services.

#	Questions	Yes	No	Partial
1	Does your MCI plan address multiagency deployment when an incident impacts a large segment of the community?			
2	Does your MCI plan include written agreements (e.g., MOUs, mutual aid agreements, interagency agreements, jurisdictional agreements) that can be operationalized at the time of an event and allow for rapid identification and deployment of responders?			
3	Does your MCI plan allow for the transfer of services to other victim advocates when personal relationships impede generally accepted practices and when the scope of the trauma overwhelms the local community responders?			



Trauma and Support Services

Module E.4. Long-Term Support

#	Questions	Yes	No	Partial
4	Do you have an established transition out plan for the FAC/FRC that provides for a warm, organized handoff from law enforcement victim services personnel or other victim navigators to community service providers?			
5	As part of your FAC/FRC plan, do you have a checklist to ensure that all transitions are conducted in a deliberate and compassionate manner?			
6	Have you developed MOUs/MOAs with neighboring or state agencies for assistance providing victim services?			
7	Do you have an established plan that provides for advocates and other support staff to provide continuous support, follow-on care, and monitoring to ensure that applications for services and referrals are completed?			
8	In incidents where support services need to be made available for an extended period, do you have plans to sustain a shared community recovery space?			
9	Do your post-incident recovery plans for mass violence response include assigning victim advocates and grief specialists to support victims' families through the funeral arrangement process and help the community determine where to hold activities like candlelight vigils?			
10	Do your post-incident recovery plans for mass violence response provide guidance to law enforcement and other government officials for developing a security plan to protect the safety, security, and privacy of those mourning their loved ones during funeral ceremonies?			



Trauma and Support Services

Module E.4. Long-Term Support

#	Questions	Yes	No	Partial
11	Do your post-incident recovery plans for mass violence response provide guidance to law enforcement and other government officials for assigning a PIO or communications representative who will work with the media in advance of funerals?			
	11a. Does the plan provide guidance on responsibilities for setting up a media staging area and for consulting with families to determine if relatives or friends would like to speak on their behalf?			
12	Following a mass violence incident, do your recovery plans provide guidance on involving victims and family members in any informal memorials prior to action being taken?			
13	Following a mass violence incident, do your recovery plans provide guidance for planning a permanent memorial in collaboration with a broad community coalition of advisers, including survivors, family members of victims, school personnel, victim service providers, and other relevant stakeholders?			
	13a. Do these plans stipulate that the memorial should honor those lost, those injured, and all those directly impacted by the incident?			
14	Does your mass violence recovery plan include guidance for providing long-term support from grief and loss specialists who can help guide the community in rituals, memorial planning, spiritual activities, and social supports?			
15	Does your mass violence recovery plan include guidance for including community organizers, disaster behavioral health specialists, victim support staff, and those skilled in helping communities to help repair societal damage and build resilience to get onto a recovery path?			



Trauma and Support Services

Section Summary

Click "Calculate" to reveal your scores based on responses from each module

 **CALCULATE**



Overall Section Score

Module E.1. Acute Support Services

Module E.2. Immediate or Intermediate Support Services

Module E.3. Providing Post-Incident Support Services for Responders

Module E.4. Long-Term Support

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Section F. School Safety and Security

While the primary goal of school districts across the United States is to educate, they must also prepare for myriad threats to school safety and security, ranging widely in scale and seriousness, including incidents of mass violence. In addition to certain safety functions maintained at the school district administration level—such as threat assessment teams, school safety committees, student counseling services, and physical security maintenance and upgrades—many school districts throughout the nation partner with local law enforcement agencies to establish school resource officer programs, and some create their own police departments. This section is organized into the following subsections: **Active Assailant Response; Safety and Security Planning; Doors, Locks, Maintenance, and Magnets; Emergency Alerts;** and **Drills and Exercises.**

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Module F.1. Active Assailant Response

Each school district should adopt and implement a multihazard emergency operations plan to address prevention, mitigation, preparedness, response, and recovery. The plans should include training, communication capabilities, drills and exercises, coordination with other agencies, audits, providing trauma-informed care, chain of command, and active assailant response.

#	Questions	Yes	No	Partial
1	Do your school district's safety plans consider alternative methods to lockdown procedures when facing a dynamic, evolving situation, where the risk of remaining in place may outweigh the risk of finding a way to exit the area?			
2	Do your school district's safety plans identify alternative methods for teachers, staff, and students to protect themselves and others?			



Module F.2. School Safety and Security Planning

Each school district should have safety and security administrative bodies that can participate in the emergency operations planning process, provide recommendations to the district administrators, respond to data and information requests pursuant to school safety and security audits, and consult with local law enforcement on public safety issues around school campuses. Each campus should have its own campus safety team, developed by the principal to meet that campus's needs and support the district's overarching safety and security apparatus, including by participating in audit processes and supporting the planning and execution of training, drills, and exercises on their campus.

#	Questions	Yes	No	Partial
1	Does your planning process require that all law enforcement agencies with jurisdiction within school districts participate in safety and security planning?			
2	Does your school district's safety planning committee include designated leadership from all law enforcement agencies within your jurisdiction?			
3	Does your school safety plan/process identify how best to leverage the assigned law enforcement liaison to maintain and increase awareness of safety and security concerns that may intersect the agency and the school district?			
4	Does your jurisdiction have a multidisciplinary approach to school safety that includes school police, law enforcement, school officials, mental health professionals, and other community stakeholders?			



School Safety and Security

Module F.2. School Safety and Security Planning

#	Questions	Yes	No	Partial
5	Do you have an established school safety committee comprising faculty, staff, administrators, counselors, nurses, resource officers, parents, and students that participates in school safety planning and preparedness?			
	5a. Does your school safety committee meet at least monthly to provide input on school safety planning and concerns?			
	5b. Do you provide training for school safety committee members on emergency preparedness and response?			
6	Does your jurisdiction have a deliberative community engagement strategy that ensures all voices in the school community are heard in school safety planning, including faculty, staff, administrators, counselors, nurses, resource officers, parents, and students?			
7	Does your school district campus safety team engage in intentional and deliberative strategies to develop campus-specific plans and ensure they are reviewed and updated regularly?			
8	Do the law enforcement agencies within your school district work with campus administrators to institutionalize a set of expectations for these plans that reflects the specific physical and social environments and safety and security needs of each campus?			
	8a. Does your school police department regularly engage with school district staff and students at all campuses to promote safety, foster positive relationships, and discourage misconduct to contribute to a safer learning environment and improve perceptions of law enforcement throughout the school district?			



Module F.3. School District Police Department Policies and Procedures

School districts may consider establishing their own police departments, commissioned to enforce protection of school district students, staff, buildings, and grounds. Each school district police department should have standard operating procedures, which should be routinely evaluated to ensure alignment with the highest industry standards. The following questions are designed to help you assess independent school district police departments' plans, policies, and procedures.

#	Questions	Yes	No	Partial
1	Does your school district have its own police department?			
	1a. Do you have established written policies guiding budgeting, hiring practices, training, development of standard operating procedures, and student/community engagement built into the design and execution of your school district police department?			
	1b. Are all your school district police department's policies, procedures, and operational plans evaluated to ensure alignment with the highest industry standards, starting with high-risk operations such as response to an active attack and other potential crises that threaten school climate and safety?			
	1c. Do you routinely review model policies, toolkits, technical assistance, training, and other resources available through professional organizations, including the International Association of Chiefs of Police and National Association of School Resource Officers, to inform the policy and operational planning evaluation process?			
	1d. Does your school district's police department routinely undergo an accreditation process that measures compliance against generally accepted standards and practices to ensure practices meet current professional criteria for excellence in service, strengthening agency operations, and increasing public trust?			



School Safety and Security

Module F.3. School District Police Department Policies and Procedures

#	Questions	Yes	No	Partial
2	Does your planning process require that all law enforcement agencies within school districts participate in safety and security planning?			
3	Does your school safety planning committee include designated leadership from all law enforcement agencies within your jurisdiction?			
4	Does your school district campus safety team engage in intentional and deliberative strategies to develop campus-specific plans and ensure they are reviewed and updated regularly?			
5	Do the law enforcement agencies within your school district work with campus administrators to institutionalize expectations for these plans that reflect the specific physical and social environment and safety and security needs of each campus?			
6	Does your school police department regularly engage with school district staff and students at all campuses to promote safety, foster positive relationships, and discourage misconduct to contribute to a safer learning environment and improve perceptions of law enforcement throughout the school district?			



Module F.4. Doors, Locks, Magnets, and Maintenance

It is critical that school district campus safety teams routinely implement a system of door audits. School districts should ensure all doors on campuses can be locked from the inside. The following questions are designed to help you assess your agency or organization’s building access policies and procedures.

#	Questions	Yes	No	Partial
1	Are all doors in school buildings in your school district capable of being locked from the inside?			
	1a. Does your school district have plans to invest in and upgrade all doors (or locks) to allow for locking from the inside?			
2	Do your school district campus safety plans include requirements for conducting routine and systematic door audits?			
	2a. Do you require that door audits be documented?			
	2b. Do your door audit plans clearly delineate the roles and responsibilities of all school district staff and school district police personnel to ensure doors are locked, as per policy?			
3	Does your school district implement universal access boxes, located near the entry points of school buildings, containing master keys that can be accessed by authorized emergency first responders and school district staff?			



Module F.5. Emergency Alerts

The following questions are designed to help you assess your agency/organization’s emergency alert systems and practices.

#	Questions	Yes	No	Partial
1	Does your school district have a process for ensuring that emergency alert and public address (PA) systems are well-understood by all staff?			
2	Does your school district offer both standard and refresher training, as needed, on the use of your emergency alert system, available to all district employees?			
3	Do you have a school district-wide policy that requires the type of an emergency event to be formally documented in your emergency alert system so that school administrators can better identify and report trends and the most frequent causes of lockdowns and other emergency response protocols?			
4	Does your school district routinely test that emergency alerts are received in a timely manner in all campus buildings where there is student activity?			
5	Does your school district have a process to routinely monitor that all campus buildings where there is student activity can receive Wi-Fi communication?			



Module F.6. Drills and Exercises

Each school district should hold drills to help prepare staff and students to take appropriate action in the event of an emergency. Potential types of drills may include lockdown, evacuation, shelter in place, and fire drills. The following questions are designed to help you assess your agency or organization’s active threat / active assailant drills and exercises.

#	Questions	Yes	No	Partial
1	Does your active threat training for students and staff ensure that drills take place in the many settings that teachers and students find themselves in throughout the school year, not just inside the classroom?			
2	As a part of your school safety training plans, do you routinely invite other law enforcement agencies to attend, observe, and participate in drills?			
3	Does your school district engage in a process to ensure that drills are conducted in accordance with all applicable state department of education codes?			
4	Does your school district require that each facility provide documentation demonstrating that drills are conducted in accordance with all applicable state department of education codes, for record-keeping and tracking?			



School Safety and Security

Section Summary

Click “Calculate” to reveal your scores based on responses from each module



CALCULATE



Overall Section Score

Module F.1. Active Assailant Response

Module F.2. School Safety and Security Planning

Module F.3. School District Police Department Policies and Procedures

Module F.4. Doors, Locks, Magnets, and Maintenance

Module F.5. Emergency Alerts

Module F.6. Drills and Exercises

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Section G. Pre-Incident Planning and Preparation

Pre-incident planning is crucial in preparing for and responding to mass violence incidents, as it enables agencies and organizations to develop strategies and procedures to respond quickly and effectively to such incidents. The planning process involves identifying potential risks and hazards, assessing the likelihood and potential impact of incidents, and creating plans and procedures to respond to them. When a mass violence incident occurs, it is never one agency that responds, but rather multidisciplinary stakeholders, including law enforcement, fire, emergency medical services, hospitals, victim service providers, prosecutors, emergency management, government and civic leaders, media, business, and the community as a whole. Routine coordination among all relevant stakeholders to develop agreements and conduct multidisciplinary training, exercises, and drills is foundational to the planning process, as well as to building relationships and trust. Setting up a solid foundation in the pre-incident phase better ensures that agencies and organizations have the organizational capacity, structure, and relationships to focus on the mission while providing continuity and unity of purpose. This section focuses on the training, agreements, and procedures for law enforcement agencies, other responding organizations, and other relevant stakeholders in the areas of active assailant response, incident command, emergency management, and other significant areas. The section is organized into four key aspects of preparation and planning: **Coordination Among Agencies; Training; Preparation and Planning in Schools to Mitigate Extent of Trauma; Planning and Preparation for Public Messaging.**

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Module G.1. Coordination Among Agencies

Emergency planning needs to include all relevant stakeholders, including all responder agencies, government and civic leaders, businesses, nongovernmental agencies that provide victim assistance, media, and other community groups. For each of the agencies and organizations, leaders need to consider planning, training, and awareness for a robust group of individuals. There are several ways that agencies can use the emergency planning process to facilitate collaboration and coordination during a mass violence incident: the National Incident Management System (NIMS), multiagency training and drills, and mutual aid and formal agreements. The following questions are designed to help you assess your agency's readiness for collaboration and coordination during a multiagency/multijurisdictional response.

#	Questions	Yes	No	Partial
1	Has your jurisdiction (municipality) established a resilient emergency management system in which the emergency response plans of all units of government and operating departments (e.g., fire, police, sheriff, EMS, public health, public works, school system, planning, and social services) are understood and shared?			
2	Does your jurisdiction (municipality) have a designated emergency manager with the authority to coordinate the emergency management system across all response entities?			
3	Does your jurisdiction's emergency management system include private sector stakeholders representing public utilities, health care providers, and leaders responsible for critical infrastructure?			
4	Have government leaders in your jurisdiction adopted a resolution that demonstrates their commitment to NIMS?			



Pre-Incident Planning and Preparation

Module G.1. Coordination Among Agencies

#	Questions	Yes	No	Partial
5	Do senior officials in your jurisdiction encourage and guide all government, business, and organization leaders (including faith-based and secular nonprofit groups) to coordinate and collaborate with the emergency manager so they can act decisively before, during, and after disasters?			
6	Do senior officials personally participate in and provide direction for conducting exercises and evaluation programs that enhance familiarity and coordination among the whole community?			
7	Does your agency routinely conduct outreach to state emergency management agencies and federal entities such as the Department of Homeland Security’s (DHS) Homeland Security Exercise and Evaluation Program (HSEEP) and the National Exercise Program (NEP) for assistance with exercise resources and training?			
8	Has your jurisdiction/local Office of Emergency Management identified volunteer groups and local businesses who will consistently play a role in emergency planning and preparedness before, during, and after disasters?			
	8a. Do your current response plans clearly identify and provide guidance to business and industry partners on how to work through voluntary organizations to support local government in planning, preparing, and providing resources when responding to emergency situations?			
9	Have senior officials developed a pre-disaster recovery plan that enables them to anticipate what will be needed to restore the community as quickly as possible after an emergency?			
	9a. Does your recovery plan cover the key concepts provided in the Federal Emergency Management Agency’s (FEMA) Community Recovery Management Toolkit, which provides a three-step process for organizing, planning, and managing recovery?			



Pre-Incident Planning and Preparation

Module G.1. Coordination Among Agencies

#	Questions	Yes	No	Partial
10	Does your jurisdiction routinely plan, train, and exercise unified command for complex incidents with regional public safety partners that would respond to a critical incident (i.e., federal, state, and local law enforcement, fire, EMS, and emergency management as well as other governmental and nongovernmental agencies)?			
11	Does your agency regularly review AARs with other regional agencies to plan as a region for a coordinated and collaborative response to possible similar events?			
12	Does your agency hold regular regional interdepartmental interoperability communication drills?			
13	Have the elected officials in your jurisdiction established a Multi-Agency Coordination (MAC) group to provide policy guidance to incident personnel and support resource prioritization and allocation?			
	13a. Does the MAC group include government agency or private sector executives and administrators whose organizations either are impacted by or can provide resources to an incident?			
	13b. Do your jurisdiction's response plans clearly identify the role of the MAC in enabling decision-making among senior officials and executives and delegate command authority to the incident commander to cooperatively define the response and recovery mission and strategic direction?			
14	Does your jurisdiction's response plan clearly delineate the MAC's role in identifying operational priorities and communicating these objectives to the EOC and the pertinent functions of the incident command system and the joint information center?			
15	Has your jurisdiction established mutual aid agreements that set forth terms and conditions under which the parties will agree to provide resources, personnel, facilities, equipment, and supplies to support responses to critical incidents that create an extreme risk to public safety?			



Pre-Incident Planning and Preparation

Module G.1. Coordination Among Agencies

#	Questions	Yes	No	Partial
16	Does your jurisdiction routinely participate in multiagency training to allow for cost- and resource-sharing and, more importantly, to allow peace officers to train with the other agencies that will typically respond to a major incident?			
17	Does your agency require that all ranked individuals take courses and refresher training on ICS/NIMS?			
	17a. Does your agency require that these skills be exercised through (at minimum) an annual multijurisdictional, multidisciplinary TTX?			
18	Does your agency engage in interagency training, drills, and exercises help to build relationships at the front-line officer level to further strengthen relationships and the efficacy of a multiagency response to a mass violence incident?			
19	Does your jurisdiction (or EOC) offer opportunities for PIOs to engage in relationship building, planning for joint operations and large-scale incidents that cross jurisdictional lines, and devising plans to support each other during major events?			
	19a. Do you conduct regional PIO meetings every quarter?			
	19b. Do these regional PIO meetings include law enforcement, fire, city and county government, hospitals, public and private schools, universities, airports, military bases, universities, and other large organizations in the area?			
	19c. Have you considered opening regional PIO meetings to the local media to build productive working relationships and allow for media and communication professionals to work out issues that arise?			



Module G.2. Training

A component of planning and preparation is supporting personnel with the necessary skills and equipment to manage their roles and responsibilities effectively. Proper training includes training on ICS and leadership to help individuals who will take on leadership positions during a response to a major incident to understand and fulfill their roles and responsibilities. Active assailant training is also a key component of planning for a mass violence incident, especially scenario-based training. Training must cover lockdown protocols, so that law enforcement understands how critically vulnerable locations teach their occupants how to respond to an active threat. Wherever possible, baseline foundational training content must be consistent across training providers. The following questions are designed to help you assess your agency’s training and preparation for active assailant incidents.

#	Questions	Yes	No	Partial
1	Do your jurisdiction's emergency preparedness plans encourage elected and senior officials to receive training made available through the FEMA Emergency Management Institute (EMI) in addition to independent online study courses in the NIMS, ICS, Unified Command, and other basic emergency management training?			
2	Do senior officials work with your professional emergency manager to identify specialized in-person EMI course offerings and training for senior officials, such as Emergency Management for Senior Officials, NIMS Overview for Senior Officials, and Recovery from Disaster: Local Community Roles?			
3	Does your state's training oversight entity work with state legislatures and law enforcement leaders to conduct coordinated routine reviews of mandatory training programs for peace officers to determine the appropriate balance of training topics and courses?			
4	Does your state require mandatory training time/requirements to include training options focused on unique, complex tactical events, such as an active attacker?			



Pre-Incident Planning and Preparation

Module G.2. Training

#	Questions	Yes	No	Partial
5	Does your agency require officers to take awareness-level NIMS courses, such as ICS-100 and IS-700?			
6	Does your agency provide a total of eight hours of scenario-based, stress-induced active assailant training annually for officers at all levels of ranks in the training?			
7	Does your agency provide preparedness education and training on trauma and stress management to all personnel, including coping strategies for managing stress and trauma during and after a mass violence incident?			
8	Does your agency, through education, training, policies, protocols, and leadership, create an environment that acknowledges and respects the mental wellness of law enforcement to the same extent as its physical aspects?			
9	Does your jurisdiction/agency conduct preparedness exercises that include regularly scheduled age-appropriate, trauma-informed drills; prescribed instructions/procedures; and clear communication?			
	9a. Do these exercises include all stakeholders (school personnel, law enforcement, parents and guardians, students, and other relevant stakeholders)? Are all these stakeholders informed about the process to help decrease anxiety and chaos?			



Pre-Incident Planning and Preparation

Module G.3. Preparation and Planning in Schools to Mitigate Extent of Trauma

Module G.3. Preparation and Planning in Schools to Mitigate Extent of Trauma

Preparedness is an essential component of creating a safe environment. Preparedness activities are one of the most helpful ways to mitigate the development of traumatic stress reactions. Involving students, school staff, and family members in emergency drills and exercises can help prepare everyone involved with information on what to expect in specific emergencies and equip them with some tools to manage their stress as well as the emergency itself. Preparedness includes the development of policies and exercises based on generally accepted and emerging practices related to planning, organizing, equipping, and training on possible emergency scenarios. An evaluation of the exercises should be conducted, after which corrective actions should be implemented. Preparedness planning involves many aspects such as role determination, decision trees, up-to-date emergency contact information, and backup information and plans in case the primary plan does not work. For successful interoperability, all key stakeholders in the communications plans must know and use their systems, from law enforcement radios to dispatch, 911, and 988 services. The following questions are designed to help you to assess your agency’s preparedness planning to mitigate trauma.

#	Questions	Yes	No	Partial
1	Does your agency have a clear and concise policy on responding to active attacker situations?			
2	Does your agency work closely with schools and other vulnerable places to understand how occupants are taught to respond to an active attacker threat?			



Pre-Incident Planning and Preparation

Module G.3. Preparation and Planning in Schools to Mitigate Extent of Trauma

#	Questions	Yes	No	Partial
3	As part of your jurisdiction's pre-incident planning, have you identified methods for ensuring timely access to building diagrams and universal building/room access, particularly in critical infrastructure, schools, and buildings where large numbers of persons gather on a regular basis?			
4	Does your agency have a comprehensive crisis response plan to address personnel's mental health needs during a mass violence incident?			
5	Does your agency provide pre- and post-response behavioral health support to help mitigate and address the development of compassion fatigue, secondary traumatic stress, and vicarious trauma?			



Pre-Incident Planning and Preparation

Module G.4. Planning and Preparation for Public Messaging

Module G.4. Planning and Preparation for Public Messaging

A crisis communications plan must exist prior to the onset of a critical incident. Each agency should create a crisis communication plan to achieve a rapid, organized, and open approach to communication during a crisis, and practice it at least once a quarter with smaller events. This preparation will help identify problem areas and solutions and ensure everyone is familiar with the plan and knows their role instead of trying to figure that out during a critical incident. School districts should have a safety plan for each school that includes a reunification and communication section on how they will direct parents when a crisis occurs. All PIOs in various fields of industry should obtain FEMA basic and advanced public information officer certifications as a baseline of training. The following questions are designed to help you assess your agency’s planning and preparedness for implementing effective communications during a crisis.

#	Questions	Yes	No	Partial
1	Has your agency obtained state- or national-level accreditation to adopt and maintain standardized policies and procedures?			
	1a. Does your agency have an established policy and process to ensure accountability and transparency in departmental operations to enhance confidence and trust in law enforcement among the communities they serve?			
2	Do your current preparedness planning processes include considerations for language access for those with limited English proficiency?			
3	Are all preparedness materials, instructions, and communication provided in the languages prevalent in your community?			



Pre-Incident Planning and Preparation

Module G.4. Planning and Preparation for Public Messaging

#	Questions	Yes	No	Partial
4	Are all public information officers in your jurisdiction/agency required to obtain FEMA basic and advanced public information officer certifications as a baseline of training?			
5	Do your agency's communications plans encourage PIOs and training personnel to research regional and national training opportunities for building upon the FEMA classes?			
6	Does your agency encourage or provide opportunities for law enforcement PIOs to network at the state and national level (e.g., attend national police conferences that have a PIO section) to learn common practices for managing the public messaging of major incidents?			
7	Does your agency have an established crisis communications plan?			
	7a. Does your crisis communications plan cover (at minimum) the concepts covered in FEMA's basic crisis communications course?			
	7b. Does your agency routinely drill and practice your crisis communications plan with all involved personnel and response partners?			
8	Does your agency hold reviews of your crisis communications plan with partner agencies to ensure they complement each other?			
9	Does your agency practice your crisis communications plans with partner agencies during smaller (planned) events, so it is not a foreign concept when a large-scale incident takes place?			



Pre-Incident Planning and Preparation

Module G.4. Planning and Preparation for Public Messaging

#	Questions	Yes	No	Partial
10	Does your agency's social media policy clearly state how social media should be used to communicate with the community during critical incident situations?			
11	When your agency hosts an operational exercise, does it always include establishing a JIC and engaging all participating agencies to ensure coordinated public messaging is practiced and incorporated into planning for a large-scale incident?			
12	Has your agency's PIO drafted a crisis communication plan?			
	12a. Does your agency practice your crisis communications plan at least four times a year with smaller events to ensure everyone is familiar with the plan and knows their role instead of trying to figure that out during a crisis?			
13	Do you have an established multiagency response plan that clearly identifies the lead organization for sending out public messaging and an established process for the lead organization to ensure coordinated and accurate messaging to the public?			
	13a. Does the plan clearly identify the lead agency for organizing media relations and news conferences through the JIC?			
	13b. Does the plan provide guidance to the lead and supporting agencies on contributing information about the incident and coordinating a unified messaging?			



Pre-Incident Planning and Preparation

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Overall Section Score

Module G.1. Coordination Among Agencies

Module G.2. Training

Module G.3. Preparation and Planning in Schools to Mitigate Extent of Trauma

Module G.4. Planning and Preparation for Public Messaging

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