

# Introducing: Active Shooter Preparedness for Rural Transit Systems

April 2, 2:00 PM EST



U.S. Department of Transportation  
Federal Transit Administration

# Agenda

- Introduction
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  - Speaker Introductions
  - Project Background
  - Acknowledgements
- About the Training
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  - Content Overview
  - eLearning Features
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  - How to Access and Use the Materials
- Questions



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Note:



# Introduction





# National Rural Transit Assistance Program

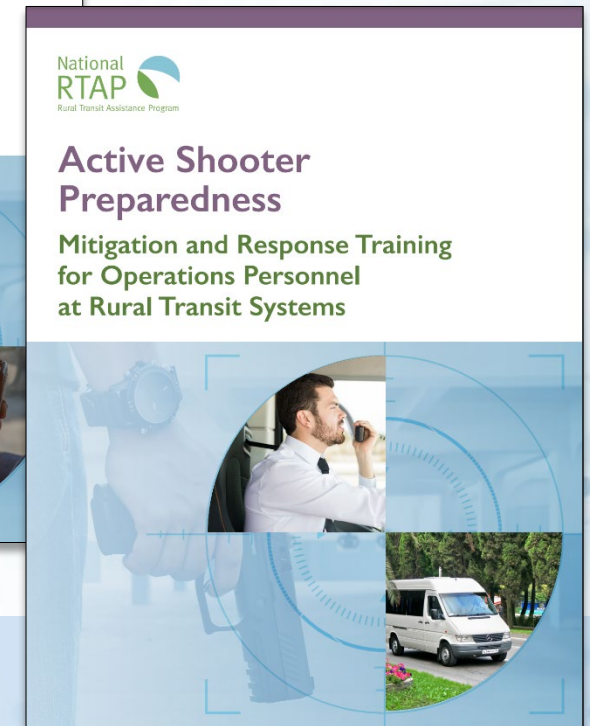
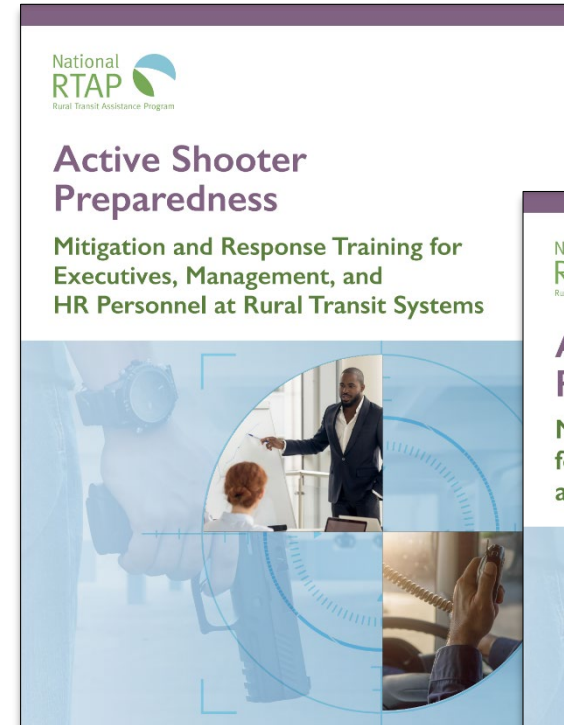
- Technical assistance center funded by FTA through the Section 5311 Program
- Provides free training materials and technical assistance to rural and tribal transit providers and state RTAP programs
- Review Board – State DOT and rural and tribal transit agency staff
- Learn more at [www.nationalrtap.org](http://www.nationalrtap.org) or call 888-589-6821





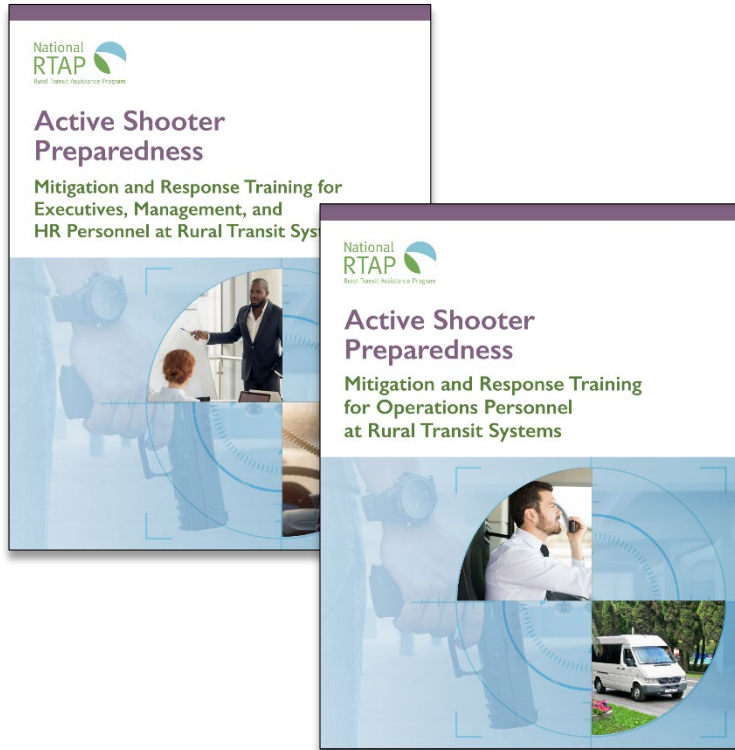
# Project Background

- Active Shooter Preparedness is structured into specialized training modules tailored for both management and operational staff.
- This project is designed to offer a general education training program for employees in active shooter situations.
- It could also be used as a refresher training for more seasoned staff.



# Components

## Manuals



## eLearning Courses

**Active Shooter Preparedness, Mitigation & Response Training**  
*Operations Personnel at Rural Transit Systems*  
 Course Duration: 75 minutes

Please note that this subject matter requires the presentation and discussion of potentially disturbing situations.

This course contains audio. Please adjust your speakers. Note: A downloadable transcript and closed captioning (CC) options are available.

The recommendations and opinions expressed in the course materials do not necessarily reflect the position of the FTA or National RTAP. Any reference herein to specific external resources or products does not imply endorsement by National RTAP. Resources and web links are provided solely for informational purposes.

**Active Shooter Preparedness, Mitigation & Response Training**  
*For Executives, Management and HR Personnel at Rural Transit Systems*  
 Course Duration: 2 hours

Please note that this subject matter requires the presentation and discussion of potentially disturbing situations.

This course contains audio. Please adjust your speakers. Note: A downloadable transcript and closed captioning (CC) options are available.

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## Instructor-Led Training (ILT)

**Active Shooter Preparedness, Mitigation & Response Training**  
*For Executives, Management and HR Personnel at Rural Transit Systems*

Workshop

**Active Shooter Preparedness, Mitigation & Response Training**  
*For Operations Personnel at Rural Transit Systems*

Workshop



# Acknowledgments

- These training programs, released in 2022 and 2023, were developed by the National Rural Transit Assistance Program (National RTAP). National RTAP is a program of the Federal Transit Administration (FTA), administered by the Neponset Valley Transportation Management Association.
- We want to thank and acknowledge the contributions of the following National RTAP Review Board Members:
  - Jeremy Bell, Mississippi Band of Choctaw Indians, Philadelphia, MS
  - Jonnie Kusek, Panhandle Transit Services, Alliance, NE
  - Paula Smith, Tri River Transit, Hamilton, WV
  - Shauna Miller, Idaho Transportation Department, Boise, ID
  - Tim Geibel, Crawford Area Transit Authority, Meadville, PA
- All training components were created by a team of consultants, in collaboration with National RTAP staff, including:
  - Skye Interactive, [www.skyemm.com](http://www.skyemm.com)
  - Mark Sakauye, Safety & Security Administrator, Sacramento Regional Transit (SacRT)

# About the Training







# Content Overview - Manual

## Table of Contents – Manager’s Course

**Section 1** – Introduction

**Section 2** – About Active Shooter Incidents

**Section 3** – Assess Your Readiness

**Section 4** – Preparedness

**Section 5** – Develop and Implement a Plan

**Section 6** – Managing a Troubled Employee

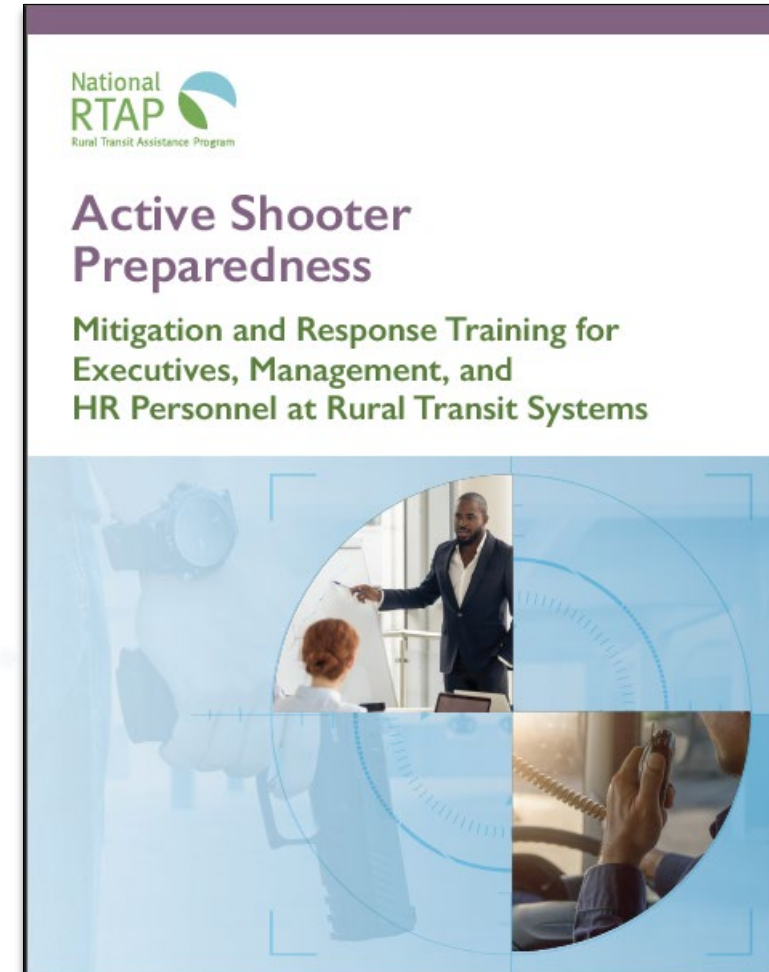
**Section 7** – Post Incident Recovery

**Section 8** – Conclusion

**Appendix A** – Answer Key

**Appendix B** – Financial Help

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# Content Overview – Section 1 Manager’s Course

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Active Shooter Preparedness

## Section I: Introduction

Welcome to the Active Shooter Preparedness, Mitigation and Response Training for Executives, Management and HR Personnel at Rural Transit Systems, developed by the National Rural Transit Assistance Program (National RTAP). National RTAP is a program of the Federal Transit Administration (FTA) that addresses the training and technical assistance needs of rural and tribal transit agencies across the nation and supports the state RTAP programs.

**Audience for the Manual**  
The training is designed for management personnel who make decisions on personnel, policy and purchases in a rural, small urban, or tribal transit agency.

**What If?**  
It's a normal day at your transit agency. The weather is perfect and all routes are running on schedule. Then, a radio call comes in to dispatch from one of your vehicles. The driver, clearly upset, states that there is a passenger on the bus, standing, shouting, and pointing a gun at other passengers.  
It's a bad situation. Do you know what to do? Do you feel that you've done all that you can to prepare for this?

**About Mark Sakauye**  
Mark Sakauye is an expert on the prevention, intervention, mitigation and response to active shooter events. Mark has spent the last 11 years working as the Safety & Security Administrator for Sacramento Regional Transit (SacRT).  
Mark also sits on the Active Shooter Task Force for the American Public Transportation Association (APTA) and has designed and conducted full-scale emergency exercises involving active shooters as well as terrorist acts. Mark has experience in developing and delivering training on active shooter, terrorism, crime prevention, and emergency management.

**Mark Sakauye Introduction:**  
"Hi, I'm Mark Sakauye. I'm here to guide you through this course on active shooter events related to rural transit and learning about ways to prevent, prepare and respond to such an event should one occur. Rural transit presents some unique challenges, including potential difficulties with communications and proximity to first responders. While there is no guarantee that any preparation or training will prevent an incident from occurring, our goal is to present you with ideas and concepts that can help you develop plans designed to mitigate harm and guide you to make better decisions."

**Do What You Can**  
This course will present a number of recommendations on agency preparedness and planning. Of course, in the real world, transit agencies have budgetary and logistical constraints that will limit what they can do to prepare for an active shooter situation. It is up to you to consider the options available to you and determine what you can implement at your agency. It is not a realistic expectation to do everything. Even enacting just a few of these strategies and tactics is still far superior to doing nothing. You'll want to feel that you did everything you could to prevent and mitigate harm should an incident occur.

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Active Shooter Preparedness

## Section 3: Assess Your Readiness

**What If?**

You are in your office at the agency when Diane, one of your drivers, stops in at the end of her shift and asks to speak with you. You can tell that Diane is uncomfortable. She tells you that William, one of the other drivers, has been going through a difficult time at home. She knows that he has been struggling financially for a while, and also knows that his wife is asking for a divorce.

Recently, she has overheard outbursts from William directed at other agency employees, and he seems to blame the agency for his financial trouble. Diane tells you that William's demeanor has become angrier over the past few weeks, and that today she overheard him saying that "someone will pay". Are you prepared for a situation like this?

**Overview and Objectives**

In this section you will learn to assess your agency's readiness for an active shooter emergency.

When you have completed this section, you should have an understanding of:

- The risk to your agency.
- The types of things to look at when assessing your agency's readiness.

**Transit Agencies Have Two Fronts**

Transit agencies have complex strategic needs. Like most workplaces, you have an office building with employees. You will want to take the steps you can to assess this environment, and prepare by developing procedures and implementing security measures. However, you also have numerous vehicles driven by your employees on the move, with passengers on board. The world you are responsible for is constantly moving and changing.

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Section 3. Assess Your Readiness

### Agency Assessment Questionnaire





Here is a quick list of questions to answer about your agency. Circle "no" to.

**More yes = less vulnerable**

1. Is there reliable communication on buses from all locations?
2. Do you have a reliable way to communicate quickly to all employees?
3. Is there appropriate emergency equipment on your vehicles (extinguishers, flares, jumper cables, etc.)?
4. Do you have an actionable policy for preparing for and responding to an active shooter incident?
5. If yes to #4, do your employees know the policy and have they been trained?
6. Have you met with local law enforcement and first responders?
7. Have you discussed emergency procedures with other local agencies?

**The Four P's**

Your agency should examine what we call the "4 P's" in doing an active shooter assessment. They are:

-  **Policies** – Your agency's policies will define the culture of an active shooter incident. Does your agency have policies in either the office or the field?
-  **People** – Understand the way your agency's people respond. For example, have your employees received training?
-  **Places** – Know the characteristics and capabilities of the incident might occur. For example, what communities are near your agency?
-  **Practices** – Do your employees know your agency's policies and how to perform them?

**Section Summary**

In this section we learned how to begin assessing your agency's readiness for an active shooter emergency. We also noted the high risk types of questions to begin asking to move forward.

Active Shooter Preparedness

## Knowledge Check

Read each question carefully and circle your answer.

**Question 1**

Which of the following are the "4 P's" of assessing your agency's readiness for an active shooter event? Select all that apply.

- A. People
- B. Places
- C. Patterns
- D. Policies
- E. Practices

**Question 2**

Rural transit agencies have a particularly low risk for an active shooter attack.

- A. True
- B. False

**Question 3**

Rural transit agencies can change their vulnerability to an active shooter through preparation and planning.

- A. True
- B. False

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**Section 6: Managing a Troubled Employee**

**Overview and Objectives**

One of your long-time drivers stops by your office to discuss an issue at home including a divorce and financial problems. She is inappropriately at others, and has made it known that he is concerned as she has seen William's demeanor become angrier that "someone will pay."

**What are Suspicious Behavior Indicators?**

Developing a shared understanding is an active process on both sides. Warning signs of possible violent behavior include:

- Change in behavior at work
- Making direct or indirect threats
- Physical altercations with others
- Seeing oneself as a victim of another individual
- Brooding behavior following an incident with others

Let's look at a few high percentage statistics about active shooters:

- 94% of active shooters are males
- 62% had a history of abusive behaviors
- 73% had a connection (employee, member, customer) with attack site
- 86% had significant in-person interactions with at least one person involved

Take a look at the FBI's Study of Pre-Attack Behaviors of Active Shooters to review more statistics and analysis: <https://www.fbi.gov/file-repository/pre-attack-behaviors-of-active-shooters.pdf>

There is no single "profile" of an active shooter nor is there a retrospective active shooter. While it is impossible to predict via threat assessment and management response strategies.

**If Suspicious Behavior is Observed or a Threat is Made**

Acting quickly, appropriately, and decisively to suspicious behavior or threats greatly increases the chances of preventing an incident. Your first action should be to quickly assemble your threat assessment team to discuss the concerns. If you do not have a threat assessment team, the person in charge will need to act unilaterally.

Do some research into the background of the person making a threat. Look at their employment record, speak to their supervisor, and contact law enforcement to do a current background check (have their name, date of birth and address available).

Based on your threat assessment, you'll need to quickly decide what to do. Your response will generally fall into one of three categories:

- Do nothing
- Get the employee to agree to seek help voluntarily
- Require the employee to get mandatory help as a condition of employment

Make sure all communication with the employee is held privately. Additionally, have someone nearby that can react should the situation deteriorate.

**If there is any doubt about the risk, call law enforcement immediately.**

**Remember: if there is any doubt about the risk, call law enforcement immediately.**

**Knowledge Check**

Read each question carefully and circle your answer.

**Question 1**  
True or False  
Your agency should handle situations regarding employees internally and not bother law enforcement unless something has actually happened.  
A. True  
B. False

**Question 2**  
True or False  
The FBI has compiled a reliable checklist of behaviors to accurately predict if someone poses an active shooter threat.  
A. True  
B. False

# Content Overview – Section 7 Manager’s Course

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Active Shooter Preparedness

## Section 7: Post Incident Recovery

It's the day after an active shooter incident on one of your buses seriously wounding one, Diane, the driver, was able to stop the shooter and apprehended soon after fleeing the scene.

Diane arrives to work early, and comes to your office to talk to you.

"Oh Diane, you shouldn't have come in today after what happened. Can I get you anything?"

"Steve, I can't get the images out of my head. There was blood everywhere, including me. I could have been killed." Diane's eyes tear up.

"Diane, you went through a very traumatic experience yesterday. I have your contact information for the Employee Assistance Program. I have their contact information. They are here when you are ready. Meanwhile, I would like you to help me think of anything that we as an agency could have done better or differently."

Steve hands Diane a card with the EAP contact information.

"Thank you, Steve. I'll be ok. I just need a little time. I'm sure maybe it will help to talk about it."

### Overview and Objectives

In this section you will learn about the value of reviewing your agency's policies and the importance of helping your employees recover from a traumatic event.

### Review Agency Policies

It is worthwhile to review your agency's policy regularly, given that laws and regulations will change, necessitating training and skills evaluation. The text of your policies will change, necessitating training and skills evaluation. The text of your policies will change, necessitating training and skills evaluation. The text of your policies will change, necessitating training and skills evaluation.

However, you should review your policies as soon as possible in the wake of an incident including the law enforcement and emergency responders to identify what worked well, and anything that did not work well. You should also consider if any capital improvements could have helped such as additional cameras, etc.

Every active shooter situation plays out differently, and it's entirely possible that there is nothing you could have done differently. However, every step taken towards prevention and mitigation helps.

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Section 7: Post Incident Recovery

## Knowledge Check

Read each question carefully and circle your answer.

### Question 1

True or False

An active shooter incident has occurred involving your agency. If an involved employee seems fine, and says they are fine, you should assume that they are fine and do not need counseling.

A. True  
B. False

### Question 2

An active shooter incident occurred on one of your buses, but no one was injured and the driver was able to summon help and keep the passengers safe. Should your agency spend time reviewing its active shooter policy?

A. Yes  
B. No

### Section Summary

In this section we learned about the value of reviewing your agency's policies and the importance of helping your employees recover from a traumatic event.

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Active Shooter Preparedness

## Knowledge Check

Read each question carefully and circle your answer.

### Question 1

True or False

An active shooter incident has occurred involving your agency. If an involved employee seems fine, and says they are fine, you should assume that they are fine and do not need counseling.

A. True  
B. False

### Question 2

An active shooter incident occurred on one of your buses, but no one was injured and the driver was able to summon help and keep the passengers safe. Should your agency spend time reviewing its active shooter policy?

A. Yes  
B. No

### Section Summary

In this section we learned about the value of reviewing your agency's policies and the importance of helping your employees recover from a traumatic event.

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# Content Overview – Section 8 Manager’s Course

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Section 8. Conclusion

## Section 8: Conclusion

As a transit agency manager, you are in a position to implement active shooter preparedness. While unlikely to happen at your agency, active shooter incidents, if they do occur, will have a very high impact on your agency and the community. Do a critical evaluation of your agency's readiness and take the necessary steps to ensure that you have the necessary technology to deliver reliable service. Organize agency active shooter scenario discussions to identify potential risks. Maintain a positive, respectful work environment, and take care of your employees. Respond to any concerns quickly. There is no perfect solution, but you should do everything you can to prevent an event. Please complete the Active Shooter Preparedness Mitigation & Response Plan for Personnel at Rural Transit Systems which covers agency response.

Active Shooter Preparedness

## Quiz

Read each question carefully and circle your answer.

**Question 1**  
In 2017 – 2018, there were approximately 4-5 active shooter incidents per year in the United States.  
A. True  
B. False

**Question 2**  
Active shooter incidents typically unfold very quickly, and are usually over before law enforcement arrives on the scene.  
A. True  
B. False

**Question 3**  
Which of the following are priorities when considering what action you might take in response to an active shooter incident?  
A. Select all that apply.  
B. Save lives.  
C. Minimize transit service disruptions.  
D. Help agency employee's well-being and mindset.  
E. Minimize vehicle, property and equipment damage.


**Question 4**  
It is a good idea to contact law enforcement to help you plan your agency's readiness for an active shooter incident.  
A. True  
B. False

**Question 5**  
Only the dispatcher needs to be familiar with the agency's active shooter policy since they will be the person communicating with emergency personnel.  
A. True  
B. False

**Question 6**  
Drivers should be instructed to attempt to disarm a shooter on the bus to protect the passengers.  
A. True  
B. False

**Question 7**  
Discussing active shooter scenarios is an effective way to train agency employees.  
A. True  
B. False

**Question 8**  
An employee has threatened someone at the agency. You are not sure if they were being serious or not. Which of the following are appropriate actions?  
Select all that apply.  
A. Contact law enforcement  
B. Speak to the employee  
C. Ask the employee to get counseling  
D. Document the incident



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# Content Overview – Appendix A Manager’s Course

## Appendix A – Answer Key . . . . . A-1

About Active Shooter Incidents Knowledge Check . . . . .A-1

Assess Your Readiness Knowledge Check . . . .A-1

Preparedness Knowledge Check. . . . .A-2

Develop and Implement a Plan Knowledge Check . . . . .A-2

Managing a Troubled Employee Knowledge Check . . . . .A-3

Post Incident Recovery Knowledge Check . . . . .A-3

Quiz . . . . .A-4

The image shows three overlapping document pages from the course materials. The top page is titled "Appendix A – Answer Key" and contains the following sections:

- About Active Shooter Incidents Knowledge Check**
  - QUESTION 1** (True or False): Saving lives is your top priority during an active shooter incident. True.
  - QUESTION 2** (True or False): If you are involved in an active shooter incident, it's a good idea to wait for emergency personnel to arrive. False.
  - QUESTION 3** (True or False): Active shooter incidents in the United States have more than 100,000 victims per year. True.
  - QUESTION 4** (What are your two most important priorities when responding to an active shooter incident?): D, F.
- Assess Your Readiness Knowledge Check**
  - QUESTION 1** (Which of the following are the "4 P's" of assessing your agency's readiness?): A, B, D, E.
  - QUESTION 2** (True or False): Rural transit agencies have a particularly low risk for an active shooter incident. False.

The middle page shows:

- QUESTION 3** (True or False): Rural transit agencies can change their vulnerability to an active shooter incident. True.
- Preparedness Knowledge Check**
  - QUESTION 1** (True or False): A written active shooter policy is nice to have, but optional for rural transit agencies. True.
  - QUESTION 2** (Which of the following are important things to know to be prepared for an active shooter incident?): Select all that apply. A, B, C, D, E.
- Develop and Implement a Plan Knowledge Check**
  - QUESTION 1** (True or False): Your agency can train for active shooter situations by talking about them. True.
  - QUESTION 2** (True or False): You don't need to run more than one background check on a new employee. False.
  - QUESTION 3** (True or False): There's always a correct response to an active shooter situation. False.

The bottom page is titled "Quiz" and contains six questions:

- QUESTION 1** (True or False): In 2017 – 2018, there were approximately 4-5 active shooter incidents per year in the United States. False.
- QUESTION 2** (True or False): Active shooter incidents typically unfold very quickly, and are usually over before law enforcement arrives on the scene. True.
- QUESTION 3** (Which of the following are priorities when considering what action you might take in response to an active shooter incident?): Select all that apply. A, B, C, D.
- QUESTION 4** (True or False): It is a good idea to contact law enforcement to help you plan your agency's readiness for an active shooter incident. True.
- QUESTION 5** (True or False): Only the dispatcher needs to be familiar with the agency's active shooter policy since they will be the person communicating with emergency personnel. False.
- QUESTION 6** (True or False): Drivers should be instructed to attempt to disarm a shooter on the bus to protect the passengers. False.

# Content Overview – Appendix B & C Manager’s Course

**Appendix B – Financial Help . . . . .B-I**

**Appendix C – Additional Resources . . .C-I**

## Appendix B – Financial Help

Your agency may not have the financial resources to achieve a

- The National RTAP *Delivering Excellent Customer Service* programs that may be able to provide additional funding
- Partner with your county or town to share the funding
- Request a grant from the Department of Homeland Security
- Form a strategic partnership with corporations or other organizations advertising or other services from your agency.

## Appendix C – Additional Resources

The following are recommended resources on active shooter prevention, response and mitigation:

CISA (Cybersecurity & Infrastructure Security Agency) – Active Shooter Emergency Action Plan Template  
<https://www.cisa.gov/resources-tools/resources/active-shooter-emergency-action-plan-product-suite>

U.S. Department of Homeland Security – Active Shooter - How to Respond  
[https://www.dhs.gov/slibrary/assets/active\\_shooter\\_booklet.pdf](https://www.dhs.gov/slibrary/assets/active_shooter_booklet.pdf)

U.S. Department of Homeland Security – Active Shooter – Pocket Card  
[https://www.dhs.gov/slibrary/assets/active\\_shooter\\_pocket\\_card.pdf](https://www.dhs.gov/slibrary/assets/active_shooter_pocket_card.pdf)

FEMA – Be Prepared for an Active Shooter  
[https://www.ready.gov/sites/default/files/2020-03/active-shooter\\_information-sheet.pdf](https://www.ready.gov/sites/default/files/2020-03/active-shooter_information-sheet.pdf)

FBI – Quick Reference Guide: A Study of Pre-Attack Behaviors of Active Shooters in the U.S. Between 2000 and 2013  
<https://www.fbi.gov/file-repository/pre-attack-behaviors-of-active-shooters-2000-2013-quick-reference-guide.pdf/view>

U.S. Department of Homeland Security – Active Shooter Attacks: Security Awareness for Soft Targets and Crowded Places  
[https://www.fema.gov/sites/default/files/2020-03/fema\\_faith-communities\\_active-shooter.pdf](https://www.fema.gov/sites/default/files/2020-03/fema_faith-communities_active-shooter.pdf)

Making Prevention a Reality: Identifying, Assessing, and Managing the Threat of Targeted Attacks  
<https://www.fbi.gov/file-repository/making-prevention-a-reality.pdf>

A Beginner’s Guide to Creating an Employee Assistance Program (EAP)  
<https://www.fool.com/the-blueprint/pdf/eap/>

Connecticut Transit case study – Employee Assistance Programs in the Public Transit Industry:  
<https://onlinepubs.trb.org/Onlinepubs/trr/1990/1266/1266-001.pdf>

# Content Overview - Manual

## Table of Contents – Operator’s Course

**Section 1** – Introduction

**Section 2** – About Active Shooter Incidents

**Section 3** – Before An Incident

**Section 4** – During An Incident

**Section 5** – After An Incident

**Section 6** – Conclusion

**Appendix A** – Additional Resources

**Appendix B** – Answer Key

## Active Shooter Preparedness

Mitigation and Response Training  
for Operations Personnel  
at Rural Transit Systems





# Content Overview – Section 1 Operator’s Course

**Section I:**

**Introduction . . . . .8**

**Audience for the Manual . . . . .8**

**What If? . . . . .8**

**About Mark Sakauye . . . . .8**

**Always Follow Your Agency's Policies! . . . .8**

Active Shooter Preparedness

## Section I: Introduction

Welcome to the Active Shooter Preparedness, Mitigation and Response Training for Operations Personnel at Rural Transit Systems, developed by the National Rural Transit Assistance Program (National RTAP). National RTAP is a program of the Federal Transit Administration (FTA) that addresses the training and technical assistance needs of rural and tribal transit agencies across the nation and supports the state RTAP programs.

**Audience for the Manual**

The training is designed for all personnel in rural, small urban, or tribal transit agencies.

**What If?**

It's a normal day at your transit agency. The weather is perfect and all routes are running on schedule. Then, a radio call comes in to dispatch from one of your vehicles. The driver, clearly upset, states that there is a passenger on the bus, standing, shouting, and pointing a gun at other passengers.

Do you know what to do?

**About Mark Sakauye**

Mark Sakauye is an expert on the prevention, intervention, mitigation and response to active shooter events. Mark has spent the last 11 years working as the Safety & Security Administrator for Sacramento Regional Transit (SacRT).

Mark also sits on the Active Shooter Task Force for the American Public Transportation Association (APTA) and has designed and conducted full-scale emergency exercises involving active shooters as well as terrorist acts. Mark has experience in developing and delivering training on active shooter, terrorism, crime prevention, and emergency management.

**Introduction:**

This course will prepare you for active shooter events related to rural transit and learning about ways to prevent, prepare, mitigate and respond to such an event should one occur. Rural transit presents some unique challenges, including potential difficulties with communications and proximity to first responders. While there is no guarantee that any preparation or training will prevent an incident from occurring, our goals are to present you with information that can help you prepare as well as possible, and learn to respond appropriately to an active shooter incident.

**Always Follow Your Agency's Policies!**

This course will present you with general concepts, hypothetical situations and recommendations based on best practices when responding to an active shooter incident. However, you should always follow your agency's active shooter policy. It may be tailored to specifics about your agency and its capabilities. It may be very simple. In any case, be sure you read and understand the policy. Make sure that you feel that the policy is actionable. Inform management if you have suggestions on improvements to the policy that could improve your agency's response.

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# Content Overview – Section 2 Operator’s Course

## Section 2:

### About Active Shooter Incidents. . . . .9

#### Overview and Objectives . . . . .9

When you have completed this section, you should have an understanding of: . . . . .9

#### What is an Active Shooter? . . . . .9

#### Importance of Preparedness . . . . .9

#### Real-life Incidents. . . . .10

#### Incident Lessons . . . . .11

#### Incident Timeline . . . . .11

#### Response Priorities . . . . .12

#### Section Summary. . . . .12

**Section 2. About Active Shooter Incidents**

**Overview and Objectives**

In this section you will learn what an active shooter is, examine these events. We will also consider the importance of being prepared.

**When you have completed this section understanding of:**

- What an active shooter is
- The importance of being prepared
- The trends of active shooter incidents
- Lessons from real-life incidents
- The incident timeline
- Incident response priorities

**What is an Active Shooter?**

The Department of Homeland Security defines an active shooter as someone who kills or attempts to kill people in a confined and populated area. In most cases, firearms are used, but any weapon can be used to harm innocent individuals. Events unfold very quickly and may be over by the time law enforcement personnel arrive on the scene, even if first responders are nearby.

**Importance of Preparedness**

Although it is likely that you have never been involved in an active shooter situation, a quick glance at recent FBI active shooter data taken seriously. A quick glance at recent FBI active shooter data taken seriously. A quick glance at recent FBI active shooter data taken seriously.

Because active shooter situations are often over before emergency responders can arrive on the scene, you must prepare yourself as well as possible to deal with an active shooter situation, both mentally and physically.

In an active shooter situation, your response can:

1. Make the situation better
2. Change nothing
3. Make the situation worse

The difference in the quality of your response will be based on your preparedness.

**Incident Lessons**

What are some of the lessons we can learn from these tragic events?

- An active shooter incident can happen anywhere at any time.
- Active shooter incidents typically unfold very quickly.
- Active shooter incidents are usually over before law enforcement personnel can arrive on the scene, even if first responders are nearby.
- If you are in an active shooter situation, you will need to make good decisions during an incident that can help minimize the consequences.
- Even if the shooter has a specific target, others may also be injured.
- There may be people that are seriously injured and bleeding.
- In targeted workplace shootings, there may be warning signs.

**Incident Timeline**

Prevention	Intervention	Mitigation
Plan and prepare as well as possible prior to an incident, and as early as possible.	Know how to recognize warning signs and take action to possibly prevent an incident from developing.	Consider how to minimize the consequences should an incident occur.

1. **Prevention:** You want to plan and prepare as well as possible prior to an incident, and as early as possible.
2. **Intervention:** You want to know how to recognize warning signs and take action to possibly prevent an incident from developing.
3. **Mitigation:** Should an incident occur, you want to consider how to minimize the consequences.

**Response Priorities**

You should be aware of your priorities when considering what actions you might take in response to an active shooter incident. Your actions should reflect these priorities:

1. **First and foremost,** you want to do what you can to save lives.
2. You want to prevent or minimize injury.
3. You want to minimize transit service disruptions, either temporary or long term.
4. You want to help agency employees' well-being and state of mind.
5. You want to help passengers' well-being and state of mind.
6. You want to minimize any vehicle, property and equipment damage.

*\*The relative priority of these goals should be discussed at your agency. For example, if your agency only has two operating vehicles, minimizing damage to the vehicle may take on a higher priority.*

**Section Summary**

In this section we learned the definition of an active shooter and explored some real-life transit related incidents that have occurred along with some lessons learned from them. We also covered the incident timeline, and discussed general response priorities to an active shooter incident.





# Content Overview – Section 4 Operator’s Course

## Section 4:

### During An Incident .....19

What If? .....19

Overview and Objectives .....19

Mindset .....19

Providing a Good Physical Description.....20

Run, Hide, Fight .....20

What to Expect When Law

Enforcement Arrives .....21

How to Respond When Law

Enforcement Arrives .....21

Responding to Situations.....21

DHS Active Shooter Guide.....24

Section Summary.....24

The collage displays several pages from the course. The top page is the title page for 'Section 4: During an Incident'. Below it, a page titled 'What If?' contains text about an agency bus stopped at a traffic light. Another page shows 'Overview and Objectives' and 'Mindset' sections. A central page features a photograph of a man in a black t-shirt and khaki pants holding a rifle, standing in front of a dark SUV. To the right, a page titled 'Scenario #8' describes a bus operator in a remote area. The bottom right page is a 'Section Summary' page.

# Content Overview – Section 5 Operator’s Course

## Section 5:

### After an Incident .....25

Post-Incident Scene .....25

Overview and Objectives .....25

When you have completed this section,  
you should have an understanding of: .....25

Review - How to Respond When  
Law Enforcement Arrives .....25

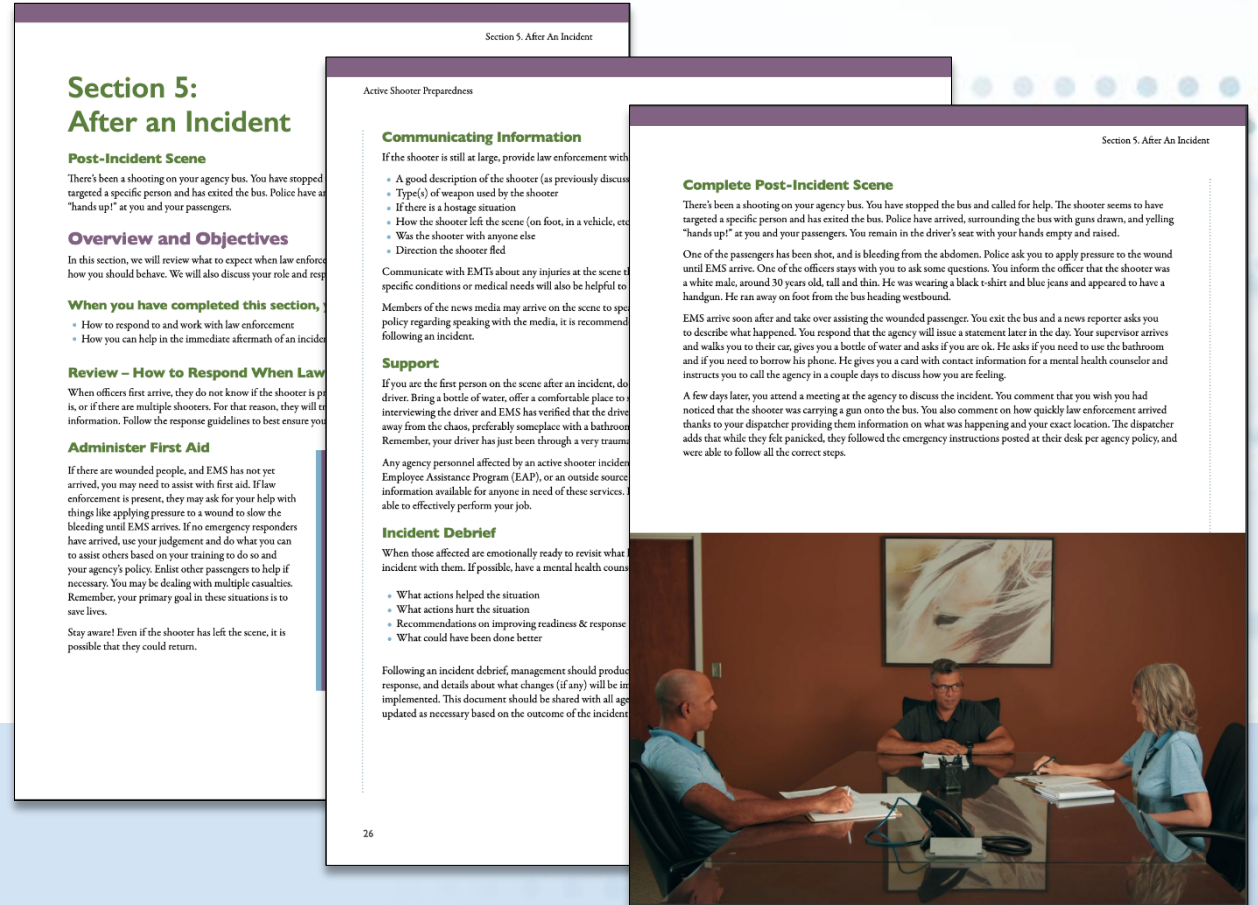
Administer First Aid. ....25

Communicating Information .....26

Support .....26

Incident Debrief. ....26

Complete Post-Incident Scene .....27



# Content Overview – Section 6 Operator’s Course

**Section 6:**  
**Conclusion** .....28  
**Quiz** .....29

Active Shooter Preparedness

## Section 6: Conclusion

As a rural transit agency employee, you are responsible for the safety of your passengers. It is statistically unlikely that you will be involved in an active shooter incident, but it is important to be prepared. There is no definitive best response to an active shooter incident. In the transit industry, there are many potential situations that can lead to an active shooter incident. The examples presented in this course, and following your agency's policies, should help you find yourself in an active shooter situation.

Your best option is always to run to safety, if you can, and get help. If you cannot run, then you must take whatever action is necessary to protect yourself and others. Remember how to act when law enforcement arrives on the scene. Your hands should be visible, held high and empty.

Stay alert. Always know your location, surroundings and capabilities. If you are a co-worker who is struggling emotionally, for any reason, seek help.

Section 6. Conclusion

## Quiz

Read each question carefully and circle your answer.

**Question 1**  
 Saving lives is your top priority during an active shooter incident.  
 A. True  
 B. False

**Question 2**  
 If you are involved in an active shooter incident, it's a good idea to call 911, then do nothing while waiting for emergency personnel to arrive.  
 A. True  
 B. False

**Question 3**  
 Active shooter incidents in the United States have more than tripled in the last 10 years.  
 A. True  
 B. False

**Question 4**  
 Which of the following are important to communicate to first responders when reporting an active shooter?  
 Select all that apply.  
 A. The location of the shooter  
 B. A description of the shooter  
 C. The weather conditions  
 D. The number of potential victims at the location and a description of their wounds  
 E. A description of the weapons used by the shooter

**Question 5**  
 Which of the following are important to communicate to first responders when reporting an active shooter?  
 Select all that apply.  
 A. Save lives.  
 B. Minimize transit service disruptions.  
 C. Help with the well-being of co-workers and/or passengers  
 D. Minimize vehicle, property and equipment damage.

**Question 6**  
 Drivers should always attempt to disarm a shooter on the bus to protect the passengers.  
 A. True  
 B. False

**Question 7**  
 Discussing active shooter scenarios with co-workers is an effective way to train yourself.  
 A. True  
 B. False

**Question 8**  
 You should always report a co-worker to management if you think they are acting unusually.  
 A. True  
 B. False

**Question 9**  
 If you have found a good place to hide from a shooter at the agency office, make it a priority to gather all of your co-workers so you can all hide in a single, safe location together.  
 A. True  
 B. False

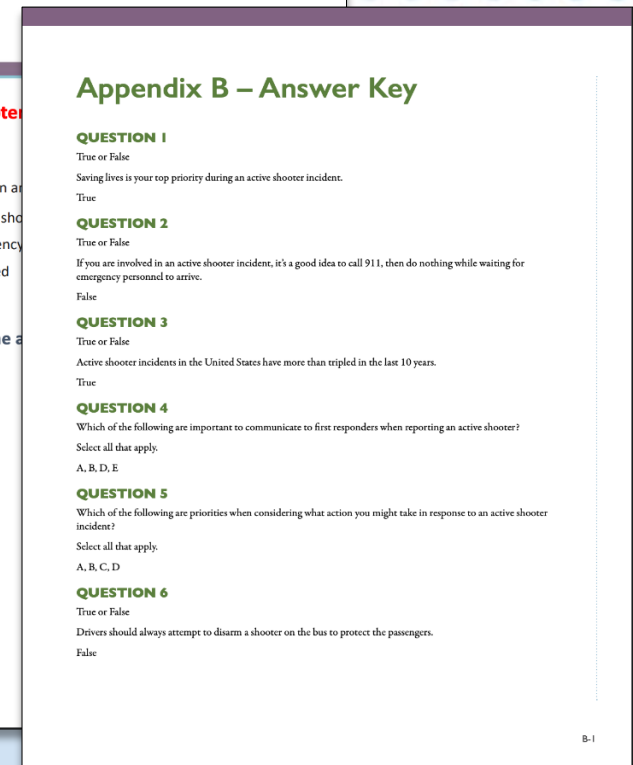
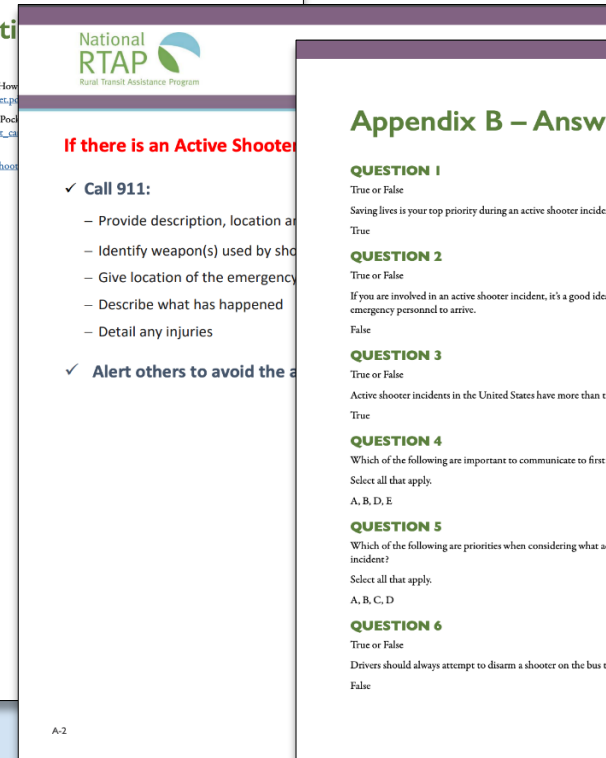
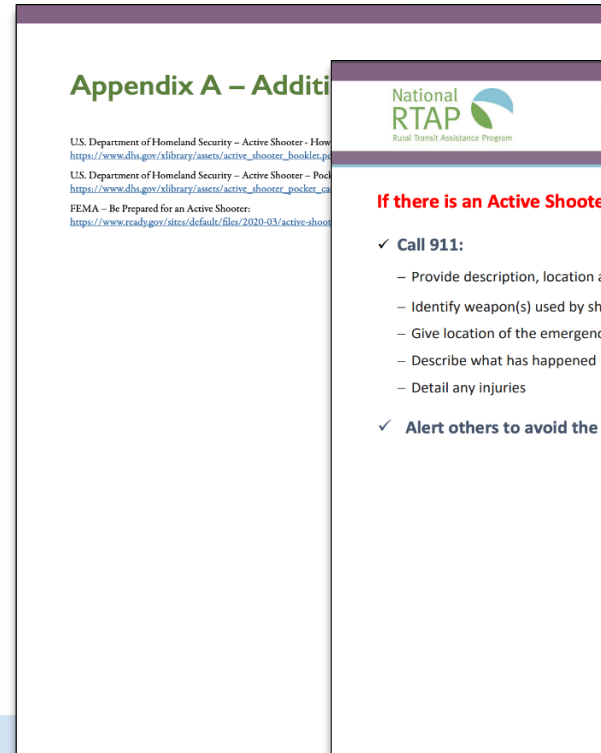
29





# Content Overview – Appendix A & B Operator’s Course

- Appendix A – Additional Resources. . . A-I**
- Appendix B – Answer Key. . . . .B-I**



## Activities

- Activities are provided for each chapter.
- Includes:
  - Discussion prompts
  - Quizzes
  - exercises

### Active Shooter Preparedness

#### Active Shooter Training Exercises

Any exercises that you conduct should cover both incidents at the transit office, and incidents in or near a vehicle. These exercises need not be overly complex, time consuming or expensive.

You can conduct different types of exercises:

- **Discussion** – similar to what we saw in the last scenario. Your team can discuss goals, procedures, what ifs, or anything that anyone is curious about. Simply having these discussions will better prepare agency employees to respond.
- **Table-Top Discussion** – taking the discussion method further, you'll test your agency's policies and procedures against specific scenarios. Consider a range of specific scenarios to discuss and talk through the many response options.
- **Simple Enactments** – very basic practice, i.e., have people react to a loud sound, run to a safe location and use their phone.
- **Full-scale Enactments** – these could be carefully planned scenarios, and performed with actors using real equipment to closely simulate an incident. Consider hiring an expert to plan our full-scale enactments and tailor them to your agency. **IMPORTANT!** if using real communication equipment, always state "this is an exercise" during every communication while practicing.

#### Review Readiness Scenarios

Let's have a look at a few types of things to review to maintain your readiness.

#### Section Summary

In this section we reviewed a number of ways to practice and training. We also looked at conducting making training part of your new hire process.

### Section 5. Develop and Implement a Plan

## Knowledge Check

Read each question carefully and circle your answer.

#### Question 1

Your agency can train for active shooter situations by talking through scenarios.

- A. True
- B. False

#### Question 2

You don't need to run more than one background check on an employee.

- A. True
- B. False

#### Question 3

There's always a correct response to an active shooter situation.

- A. True
- B. False

#### Question 4

Which of the following are good things to do to prepare your agency?

Select all that apply.

- A. Have signage clearly identifying your agency on the outside of the building
- B. Leave the doors unlocked so employees can enter easily
- C. Have a form available to report threat incidents
- D. Periodically re-inspect your emergency equipment

## Quick Reference

Recommended resources on active shooter prevention, response and mitigation are provided.

### Appendix C – Additional Resources

The following are recommended resources on active shooter prevention, response and mitigation:

CISA (Cybersecurity & Infrastructure Security Agency) – Active Shooter Emergency Action Plan Template  
<https://www.cisa.gov/resources/tools/resources/active-shooter-emergency-action-plan-product-suite>

U.S. Department of Homeland Security – Active Shooter - How to Respond  
[https://www.dhs.gov/xlibrary/assets/active\\_shooter\\_booklet.pdf](https://www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf)

U.S. Department of Homeland Security – Active Shooter – Pocket Card  
[https://www.dhs.gov/xlibrary/assets/active\\_shooter\\_pocket\\_card.pdf](https://www.dhs.gov/xlibrary/assets/active_shooter_pocket_card.pdf)

FEMA – Be Prepared for an Active Shooter  
[https://www.ready.gov/sites/default/files/2020-03/active-shooter\\_information-sheet.pdf](https://www.ready.gov/sites/default/files/2020-03/active-shooter_information-sheet.pdf)

FBI – Quick Reference Guide: A Study of Pre-Attack Behaviors of Active Shooters in the U.S. Between 2000 and 2013  
<https://www.fbi.gov/file-repository/pre-attack-behaviors-of-active-shooters-2000-2013-quick-reference-guide.pdf/view>

U.S. Department of Homeland Security – Active Shooter Attacks in Crowded Places  
[https://www.fema.gov/sites/default/files/2020-03/fema\\_guide\\_to\\_active\\_shooter\\_attacks\\_in\\_crowded\\_places.pdf](https://www.fema.gov/sites/default/files/2020-03/fema_guide_to_active_shooter_attacks_in_crowded_places.pdf)

Making Prevention a Reality: Identifying, Assessing, and Managing Active Shooter Risks  
<https://www.fbi.gov/file-repository/making-prevention-a-reality.pdf>

A Beginner's Guide to Creating an Employee Assistance Program  
<https://www.tool.com/the-blueprint/pdf/eap/>

Connecticut Transit case study – Employee Assistance Program  
<https://onlinepubs.trb.org/Onlinepubs/trr/1990/1266/1266-001.pdf>

#### If there is an Active Shooter Event, you should:

##### ✓ Call 911:

- Provide description, location and number of shooters
- Identify weapon(s) used by shooter(s)
- Give location of the emergency
- Describe what has happened
- Detail any injuries

##### ✓ Alert others to avoid the area

##### ✓ Contact family of anyone impacted



## eLearning Features

The course includes:

- Voiceover narration
- Narration transcript notes
- Click to reveal and other interactions
- Video commentary and scenarios
- Knowledge Checks
- Resources
- Printable PDF of course

The image displays four overlapping screenshots of the RTAP Active Shooter Manager eLearning interface. Two blue arrows at the top point to specific features: 'Show transcript notes' and 'Show or hide menu panel'. The screenshots show:

- A 'MENU NOTES' panel with text: 'When you have completed this section, you should have an understanding of: What an active shooter is, the importance of being prepared, the trends of active shooter incidents, lessons from real-life incidents, the incident timeline, and incident response priorities.'
- A 'What You Will Learn' section with two columns: 'What an active shooter is' (with a target icon) and 'The importance of being prepared' (with a gear icon).
- A 'Practice and Training' section featuring a video of a man sitting at a desk.
- A 'Knowledge Check: Question 1' section with the question: 'Which of the following are the "Four P's" of assessing your agency's readiness for an active shooter event?' and a list of options: People, Places, Patterns, Policies, and Practices. A 'Submit' button is at the bottom.

# eLearning Features

Videos within the application enact a variety of scenarios.

<https://www.youtube.com/watch?v=ofIS5H-pJ0M>



Active Shooter Preparedness, Mitigation & Response Training  
Develop and Implement a Plan

## What If?



## eLearning Features

- Links to PDF quick reference documents are available from the Resources link.
- All quick reference content from the manual is included in the eLearning's Resources menu.

RTAP Active Shooter Manager

RESOURCES NAVIGATION

Active Shooter Preparedness, Mitigation & Response Training  
Introduction

### Do What You Can

- There are many options for agency preparedness and planning
- Agencies have budgetary and logistical limits
- You must determine what your agency can implement
- You can't do everything
- Doing something is far better than doing nothing

**Do everything you can to prevent and mitigate harm!**

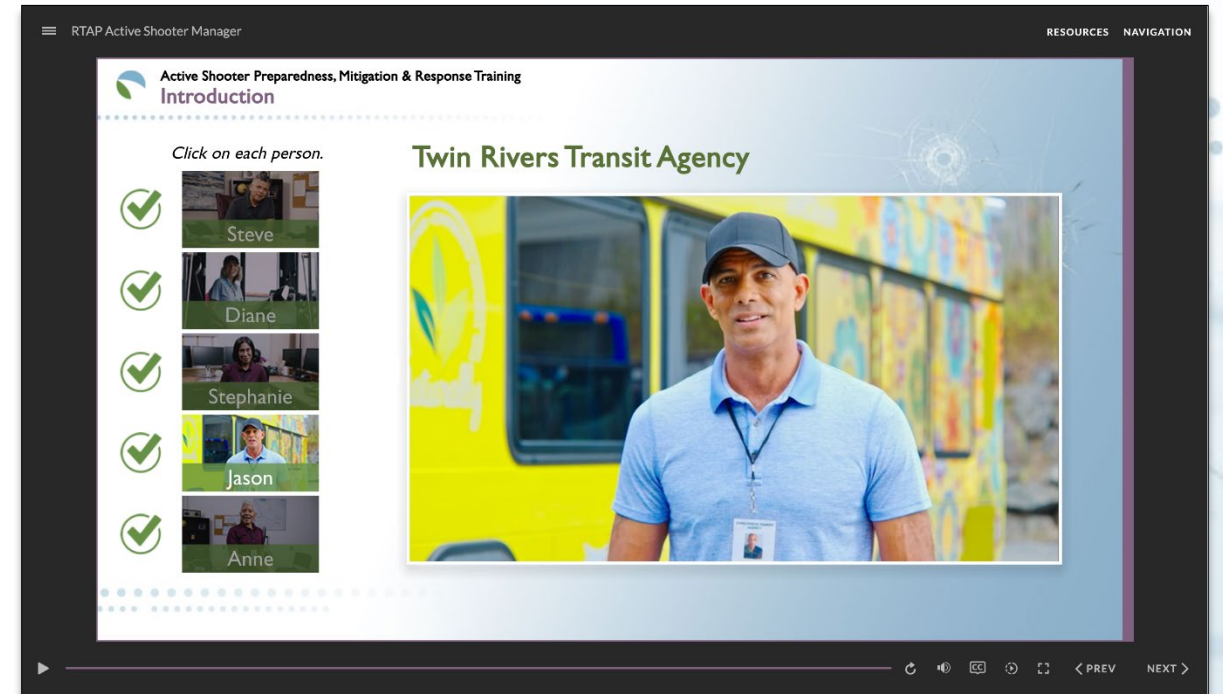
American Public Transportation Association (APTA)  
The Beginner's Guide to Creating an Employee Assistance Program  
The FBI: Making Prevention a Reality  
The FBI: Pre-Attack Behaviors of Active Shooters  
Books by Gavin De Becker  
Check List Job Aid  
Connecticut Transit EAP Case Study  
Emergency Action Plan: Active Shooter  
FEMA National Incident Management System  
The International Crime Prevention Through Environmental Design Association (CPTED)  
Knoxbox.com  
Red Cross First Aid for Severe Bleeding  
Secret Service National Threat Assessment Center (NTAC)  
Stop the Bleed

PREV NEXT



## eLearning Features

- Video commentary and scenarios include the following topics:
- Role of management and staff during and after an active shooter incident.
- Role of all staff reporting troubled employees and interacting with them.
- The need for incident preparedness.
- Tips on working with local law enforcement to safeguard staff and customers during an incident.
- Tips from a Subject Matter Expert on ways to handle incidents and create your preparedness plans.



# Instructor-Led Training

- PowerPoint presentation
- In-person activities
- Participant guide


Active Shooter Preparedness, Mitigation, & Response Training  
Preparedness

## Chain of Command

The chain of command will vary based on where an incident occurs.

**At Transit Office:**

- Choose people that are best able to handle emergency management.



Active Shooter Preparedness, Mitigation, & Response Training  
For Executives, Management, and HR Personnel at Rural Transit Systems

## Your Participation in this Course

- Your experiences and questions are valuable!
- Please be respectful of the experiences and questions of others.
- Please silence cell phones.
- Please participate!




National  
RTAP  
Rural Transit Assistance Program

## Active Shooter Preparedness

Mitigation and Response Training for Executives, Management, and HR Personnel at Rural Transit Systems

*Participant Guide*



# Accessing the Course and Materials

- The eLearning is available at National RTAP eLearning:  
<https://elearning.nationalrtap.org/>
- The manual and instructor-led training materials are available on the National RTAP Resource Library:  
<https://www.nationalrtap.org/Resource-Center/Resource-Library>

The image displays two overlapping screenshots of the National RTAP website. The top screenshot shows the 'My Courses' page on the eLearning platform, featuring a 'Welcome Back, National RTAP eLearning!' message and a grid of course cards. The bottom screenshot shows the 'National RTAP Resource Library' page, with a navigation menu where 'INFORMATION' and 'Resource Library' are circled in red. The Resource Library page includes a search bar, a list of resource categories, and a 'Featured Resources' section.



# Q&A Session

Please type your question(s)  
into the Q&A box.



