



Union College

Active Shooter Hostile Event
Response Protocol – 2025 - 2027

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CHANGE RECORD

Change Number & Date	Name	Summary
#1 – 2024	John Ball/Tom Constantine	Implementation of Protocol
#2 – 02-12-2026	Sgt. Albert Dong	Reviewed and fixed formatting issues

Union College Active Shooter Hostile Event Response Protocol

Introduction

Effective response to an Active Shooter/Hostile Event requires effective planning and training for personnel caught in the event, as well as for leaders and managers coordinating the response to the event. Personnel in the vicinity of the event may need to evacuate or shelter in place. Organization leadership and managers need to be able to provide effective direction to personnel, provide clear situational information to first responders and inform the public, concurrent to managing and preserving a potentially active crime scene.

This Active Shooter/Hostile Event (ASHE) plan is designed as a supplement to the Union College Emergency Management Operations Protocol (EMOP). The plan was developed in coordination with Federal, State, County and Local agencies involved in a potential response to an event on campus.

Many active shooter/hostile events (ASHE) are random and unpredictable by nature, therefore, proactively identifying the risks and preparing both employees and visitors to respond is essential for the best possible outcome. According to the most recent Comprehensive Emergency Preparedness Assessment (CEPA) for Schenectady County, active shooter (terrorism) is listed as a MODERATELY HIGH likelihood/high consequence event. Table 1 shows the most recent risk assessment for the Schenectady County area completed with HazNY. A more detailed risk assessment is located within the Schenectady County CEMP (2020).

Table 1. Hazard Event Comparison (2008):

Hazard Rating

SEVERE STORM	304
WINTER STORM (SEVERE)	245
ICE STORM	233
FLOOD	232
LANDSLIDE	231
HAZMAT (FIXED SITE)	219
HAZMAT (IN TRANSIT)	212
TERRORISM	210
EXTREME TEMPS	209
UTILITY FAILURE	209
CIVIL UNREST	202
DAM FAILURE	199
WATER SUPPLY CONTAMINATION	197
ICE JAM	194
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EXPLOSION	170
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OIL SPILL	166
FIRE	149
AIR CONTAMINATION	132
TORNADO	124

Definitions

Active Shooter Hostile Event Response (ASHER): An incident where one or more individuals are or have been actively engaged in harming, killing, or attempting to kill people in a populated area by means such as firearms, explosives, toxic substances, vehicles, edged weapons, fire, or any combination thereof.

Active Assailant(s): One or more individuals actively engaged in harming, killing, or attempting to kill people in a populated area with means other than the use of firearms.

Active Shooter(s): One or more individuals actively engaged in harming, killing, or attempting to kill people in a populated area with the use of firearms.

Purpose

This Active Shooter/Hostile Event Response (ASHER) plan provides instructions and guidance to effectively address the response of Union College to an incident during day-to-day operations.

This document was prepared in coordination and cooperation with the following key offices and agencies:

Union College
Federal Bureau of Investigation - Albany
New York State Police
Schenectady County Sheriff's Office
Schenectady Police Department
Schenectady County Department of Emergency Management
Schenectady Fire Department
Mohawk Ambulance Service/Schenectady Ambulance Service

Preparedness

An ASHE is an incident where one or more individuals are or have been actively engaged in harming, killing or attempting to kill people in a populated area by means such as firearms, explosives, toxic substances, vehicles, edged weapons, fire, or a combination thereof. ASHE situations are unpredictable and evolve quickly, but on average terminate within 10-15 minutes. Because these typically end before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an ASHE situation.

Union College leadership and its Campus Safety officials may have little to no time to coordinate a response with law enforcement and employees. Union's readiness requires that leadership develop, provide training and exercise response plans that apply general preparedness and response protocols to specific types of emergencies and facility capabilities. Training and exercising the plan was a key finding of experts and management who participated in active shooter exercises, allowing them to identify gaps, correct weaknesses and validate the plan.

Develop response plans and procedures;

- Implement and annually review and update, as needed, the Union College EMOP, including

annexes and appendices with the assistance of key stakeholders

- Establish communication procedures for faculty, staff and students to report anything suspicious, signs, red flags or threats of violence
- Establish alternative methods of communication with faculty, staff and students during an ASHE – including email, phone, cell phone, text messages, RAVE and public address system announcements
- Determine the impact of an ASHE incident on the Union College campus and communicate this to its customers and the public
- Communicate with emergency responders to manage expectations of response capabilities, and
- Promote and support Safeguard NY (If You See Something Say Something) and Run-Hide-Fight principles.

Faculty/Staff/Student Training;

- Training for all employees will occur at time of hire and then at an interval as determined by Union College leadership. Students shall be trained during orientation with a detailed handout; and thereafter as deemed necessary by Union College leadership.
- Train all faculty and staff on general emergency plans, annexes and appendices
- Train Campus Safety personnel in providing guidance to employees in each scenario
- Train all faculty, staff and students on:
 - response to active shooter training (run/hide/fight)
 - NYS Operation Safeguard (If You See Something – Say Something)
 - FEMA ICS-100 (specific faculty & staff only)

Prepare for an Incident;

- Learn to recognize potential violent or suspicious behavior
- Identify the location of nearest exits, potential safe harbors, and emergency response kits
- Become familiar with emergency procedures and regularly review checklists or materials provided on emergency procedures; including but not limited to the NYS Mass Fatality Annex
- Identify who to notify to report an ASHE and what information to provide (as determined by the Union College Incident Management Team (UCIMT))

Exercise emergency action plans regularly and repeatedly;

- Schedule regular drills, tabletop and functional exercises
- Exercise and test the campus' emergency outdoor siren
- Assess gaps in plans, training and exercises and implement corrective action(s) and milestone dates

Establish relationships with emergency responders and key stakeholders;

- Involve emergency responders and stakeholders from Federal, State and appropriate localities in facility training and exercise
- Jointly map out incident management procedures and pre-identify common, secure communications channels; communication plans will largely be consistent across all events on the Union College campus
- Invite emergency responders to tour the Union College campus and provide details that will help

responders adjust protocols if necessary

- Gain a better understanding and awareness of the complexities involved in an integrated response

Command & Control

Union College shall support the Incident Command System during any incident on campus. The campus shall provide an Emergency Operations Center in the event of an incident. The primary EOC shall be located at the Campus Safety Office, 645 Nott Street; if the incident is larger or involves the area immediately surrounding Campus Safety, the EOC shall be relocated to College Park Hall. The Campus shall also provide other support measures as needed or required, based on the incident.

Response

An ASHE incident may occur at any time and at any location within the Union College campus. The response to a specific incident will depend on the circumstances unique to that incident. However, there are general procedures that apply to all ASHE incidents.

The key offices and agencies listed on later in this protocol have specific responsibilities for the response to and management of emergency incidents, as directed by their internal policies, protocols and plans. This protocol is intended to symmetrically align a response to Union College, as the college cannot dictate policy to outside agencies.

Faculty/Staff/Students/Visitors/Contractors and/or Vendors

- Run (evacuate if possible)
 - Determine an escape route based on where an active shooter may be located
 - Leave your belongings behind. Keep your hands empty and visible at all times
 - Help others evacuate, if possible, but DO NOT attempt to move the wounded.
 - Evacuate even if others don't agree to follow
 - Move quickly to a safe place far from the shooter and take cover. Remain there until police arrive and give instructions
 - Remain calm. Avoid screaming and yelling as you evacuate
 - Follow all instructions of law enforcement
- Hide (Shelter if necessary)
 - Go to the nearest room and lock the door
 - If the door does not lock, wedge the door shut or use heavy furniture to barricade it
 - Identify an escape route in the event you are directed to evacuate
 - Close blinds, turn off the lights and cover windows
 - Silence all noise including cell phones, radios and computers
 - Stay out of sight and take cover behind large, thick items or furniture
 - Remain under cover until law enforcement advises it is safe to evacuate; then follow all instructions of law enforcement
 - Do not open the door until the person can provide an identification badge
- Fight (Take action, if you must)
 - If there is no opportunity for escape or hiding, as a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by any means possible (pen, broom handle, fire extinguisher, scissors, etc.)
- When law enforcement arrives

- Remain calm and follow officers' instructions; prepare to be treated as a suspect.
Remember not all responding officers will be in uniform – some will be in normal street clothes.
- Raise your hands, spread your fingers and keep your hands visible and empty at all times
- Do not run when police enter the vicinity
- Do not make quick moves towards officers or hold on to them for safety
- Avoid pointing, screaming or yelling
- Do not stop officers to ask for help or direction. Evacuate the building in the direction the officers arrived while keeping your hands above your head and moving briskly.
- Do not get upset, argue or resist if you are questioned, handcuffed or searched

Activation

Union College will activate this plan upon notification of a credible threat or actual incident. It is the responsibility of the Union College Director of Campus Safety, Emergency Manager, the Union College Incident Management Team, or their designees, to initiate the activation.

Facility Management and Campus Safety

- Access Control and Accountability
 - Lock down/Lockout Procedures (grounds/buildings)
 - During an ASHE incident on the Union College campus it will be the responsibility of the Union College Director of Campus Safety or his/her designee to initiate a lock down/lockout in coordination with Facilities
 - Notification to faculty/students/staff and visitors will be made via the public address system per the alert and notification section within this document
 - Campus Safety and Facilities Management staff will proceed to secure all buildings. All exterior entrances should be blocked with a large vehicle when possible and at the direction of the senior law enforcement official present
 - Campus Safety will assist law enforcement when requested in establishing a secure perimeter
 - Public access cameras (webcams) shall be disabled
 - Media access will be denied. They will be directed to a predetermined staging area until the establishment of a Joint Information Center (JIC) by Union College and the incident commander
 - Accountability for faculty, staff, students and contractors should be completed by onsite supervisors to the best of their ability utilizing visitor logs, contracts, etc.
 - Buildings will be unsecured/unlocked ONLY at the direction of law enforcement
- Access and assistance for Emergency Responders
 - Assistance for first responders is available at Campus Safety – it will be made available in the most expeditious means possible to responders, including face-to-face. It may include, but not limited to:
 - Campus and building maps; escort by Campus Safety if realistic and possible
 - Unrestricted facility access (keys, etc.)
 - Location(s) of predetermined staging areas

- Onsite safety concerns, areas of construction, etc.
- Security camera access is available to first responders at Union College Campus Safety 24/7/365, or at the Campus Emergency Operations Center during an incident

• Evacuation

- Any need to evacuate or shelter-in-place will occur in accordance with the EMOP or other standing guidance.
- Any decision to evacuate should be made by UCIMT in coordination with Incident Command. Law Enforcement will determine whether evacuations, lock downs, and/or shelter in place in the best interest of public safety. Union College will support any decision made by Incident Command.
- If it is determined that an evacuation is necessary, the building, area, or campus will be cleared via use of all available means, including but not limited to: warning sirens, mass notification via email/text, assistance from law enforcement, Campus Safety/Facilities Management/Union College staff, etc. Occupants will be directed out the nearest exits and moved away from the building or to the location designated as the evacuation point, utilizing trained Crowd Managers whenever possible.
- Advise everyone to remain calm and use the evacuation routes or nearest exit. Union College faculty/staff will assist visitors and others who are not familiar with the evacuation plan inasmuch as possible.
- Campus Safety staff will respond to the area of the emergency, if safe to do so.
- Moving people to other areas of the campus may offer adequate protection to evade a hazard or threat. The Incident Commander/Unified Command will determine what zone(s) need to be avoided and what zones are safe due to their distance from the hazard.

• Evacuation Process

- Notifications will be made to UCIMT and CMT, Schenectady County 911, local law enforcement, local fire and EMS by Campus Safety.
- Law Enforcement will assess the scene and a decision to evacuate may be made immediately. The Campus Safety Director will be notified. If time allows, law enforcement may confer with the Campus Safety Director and/or UCIMT members.
- The Union College Campus Safety Director, Emergency Manager and/or key members of UCIMT will respond to the Incident Command Post and will confer with law enforcement if warranted.
- Transportation resources (i.e. Hale) will be notified, as directed, by Campus Safety or the Transportation Director. A request for available buses may be made to expedite evacuation.
- Temporary reception sites (off-campus) may be utilized to evacuate people by bus, and then return them to the Union College campus after the threat is over. Law enforcement presence will be required for safety and security at the reception site(s), coordinated by the incident commander/unified command, who may rely on law enforcement partner agencies for this purpose.

• Shelter-in-place

- Any need to shelter in place will occur in accordance with established protocols.

- A practical and likely protective action for on-site population may be to move them away from a hazard or threat. Directing the campus community to move indoors may be one solution. If indoor capacities cannot accommodate the entire population, moving them to other areas or buildings on campus (i.e. Memorial Field House) may offer adequate protection.
- Incident Command will determine what areas need be avoided and what zones are safe due to their distance from the hazard.

- **Individuals with Access and Functional needs**

- Union College meets ADA requirements for equal access including the use of service animals.
- Notification of an ASHE event on grounds will likely be made through direct communication with the individual(s) by Union College faculty or staff.
- If an individual(s) is unable to utilize normal routes of evacuation or needs assistance to evacuate or shelter in place, Union College staff will make every effort to ensure individuals are directed to and assisted to routes, shelters, reception centers, etc.

Communications

During an ASHE incident, rapid, factual and clear communication can help to suppress panic and ensure the best possible response. There are several different avenues of communication that will be necessary. These include alert and/or notification of faculty, staff, students, visitors and others on grounds; notification of first responders; notification of the media as well as notification of others involved in the short- and long-term recovery efforts.

- During day to day operations, the only staff on grounds with radio communications are Campus Safety staff
- During private/unaffiliated events on grounds (such as commencement ceremonies for local high schools), Union College reserves the right to offer, at no charge, a portable radio to the event lead person that can be used to assist with communications during the event.

Consistent cell phone service is unlikely and should not be counted upon. Likewise, Wi-Fi may be either down or overloaded with faculty, staff, students, visitors and others trying to call and text loved ones. In this event, radios may be issued to incident support strike teams at the direction of UCIMT. ALL communication must be done in plain language, be extremely brief and fact-oriented. These may be the primary means of communication in an emergency.

If cell service or WIFI is available during the emergency, texting will be the second means of communication. Voice or video communication should be used only in an urgent situation.

Alert and Notification

Initial notification of an ASHE incident shall be made to 911. A secondary call, if possible, should be made to Union College Campus Safety emergency number (518-388-6911). The following information should be provided to the 911 call taker:

- Concise summary of what is occurring
- Identify yourself and location; provide description of suspicious person and where they currently are (or which way they are going if they are moving)

- # of people at your location, if known
- # of injuries and types of injuries, if known
- # of shooters, if known

Upon notification of an incident to 911, automatic notification to the Campus Safety Director and Emergency Manager will occur. Notification shall be made by direct contact (phone) by Campus Safety.

In order to notify faculty, staff, students and visitors of events occurring on campus, emergency alert/notification messages must be pre-scripted. Notification will be made via the public address system on grounds. Campus Safety and Union College Communications Office have primary responsibility for delivering this message. Other routes of notification include email, cell phone, social media, and/or other mass notification systems utilized by Union College.

Public Information

The Union College Assistant Vice President for Media Relations or his/her designee will be the lead for any communications with the public and the media regarding Union College, in partnership and in cooperation with the Incident Commander/PIO. It is crucial that a single message be communicated to the public and the media without conflicting information. During large incidents, a unified message will be provided in conjunction with the New York State Police PIO.

Roles and responsibilities regarding Public Information

- Receive information from incident command and in coordination with the incident commander, direct the release of information to the public and media through press releases, briefings or JIC, once established.
- The AVP for Media Relations/designee will be the only Union College communications staff person authorized to release information to media, and only when permitted to do so by the Incident Commander, Union College UCIMT or other higher authority.
- Provide verified information to incident command; document the scene to the extent allowed by authorities.
- Monitor phone calls, emails and social media posts; ONLY disseminate information when approved by the PIO to respond to calls, emails, and social media channels.
- Receive and log phone calls; ONLY disseminate information when approved by the PIO
- Staff at incident scenes will not provide information to press or the public. All requests for information should be directed to the PIO.
- Staff assigned to the Media Relations office shall print the latest statements or comments and distribute them internally to incident command officials, as directed.
- All roles and responsibilities are subject to change.

Joint information Center

The PIO may establish an on or off-site Joint Information Center (JIC) to assist with the management of media outlets and the accurate and timely dissemination of information. Once established, all communications to the public and media will occur through the JIC.

Emergence of a Concurrent Incident

There is always potential for a concurrent incident to occur during any event that has prolonged duration, such as an ASHE incident. In the event of a non-related but concurrent incident (i.e. allergic reaction, possible heart attack, etc.) communication between the incident commander and the Emergency Operations Center manager/designee shall rapidly occur to ensure that proper coordination between law enforcement, Union College Campus Safety and responding EMS provider(s) takes place to provide a rapid, safe response to the incident taking place. Communication to ensure all involved in the incident are aware of the concurrent incident and that activity/movement shall be taking place in the specific area(s).

Recovery

Short-term recovery after an ASHE incident begins immediately following mitigation/termination of the threat. Primary strategies include, but are not limited to preservation of the crime scene, and:

- Ensuring life safety
- Providing immediate crisis support
- Victim/family reunification
- Establishment of a Family Assistance Center (FAC) if warranted
- Continued media and public information coordination through the JIC
- Physical repairs to facilities, grounds and/or other property of Union College

For those responsible for managing the aftermath, it involves tasks that need to be implemented quickly to ensure that those affected are safe, accounted for, reunited with their families/friends, are able to retrieve their personal possessions, get proper medical and mental health care if required, and are able to receive timely information from an authoritative source about the incident and its resolution.

Assembly Areas

Assembly areas aid in the reunification process by gathering evacuees in one location. They may be predetermined or may have to be created on an ad hoc basis. If possible or appropriate, an assembly area may serve as a venue for leadership to address next steps, such as relocation and reunification. Predetermined assembly areas may be found in the EMOP or other standing protocols – locations are flexible to ensure, to the best of the campus' ability, that the venue chosen is safe and secure, can accommodate numbers of humans required for the incident, and have adequate resources to support those being assisted (i.e. restrooms; power; climate controlled setting, etc.). Be prepared to accommodate the various needs of family members and friends who might rush to the scene of the incident, evacuation locations or assembly areas. Union Campus Safety shall ensure, working in conjunction with law enforcement agencies assigned to the incident, to staff entry and exit points and allow access to only those authorized by incident command/Campus Safety Director.

Once at the assembly area, Union College supervisory staff shall be prepared to account for their employees. Supervisors should introduce themselves to law enforcement officers or other emergency officials who may be positioned to protect the assembly area. Evacuees should remain

with their respective group at the assembly area. Supervisors should make sure evacuees understand that they are not to leave the assembly area until a responsible official gives the “all-clear” signal, indicating that the threat has been mitigated and the scene of the incident is declared safe and secure.

Communicating reliable and updated information about the incident, casualties, and the location and status of evacuees is of paramount importance. Ensure that family members are informed of any changes to the location of the assembly areas as well as a time estimate for when they can reunite with the affected individuals. Reunification with those injured during the incident may take more time since those injured may have already been transported to medical facilities.

Family Assistance Center

A Family Assistance Center (FAC) will be established offsite, depending on the circumstances and severity of the incident, to provide information and assistance to families and friends about fatalities and survivors. This will include information about survivors relocated to hospitals or other assembly areas. Arrangements for reunification of survivors with family or friends may occur here and a reserved environment for families of deceased victims to grieve in privacy will also be provided. **Media will not be allowed at the FAC.** Law Enforcement shall be requested to stage at the FAC to provide safety and security. The senior law enforcement supervisor for the agency providing this resource shall determine adequate staffing as the situation requires.

With personal safety an immediate priority during an incident evacuation, some personal belongings may have been left behind. Personal possessions may not be able to be recovered until the crime scene investigations are complete. Coordination with law enforcement in setting up a central point for collecting personal belongings will occur at the FAC. It should be noted that some personal possessions may be collected and treated as evidence for a criminal proceeding, and may be held for a longer period of time, determined by the lead law enforcement agency.

Depending on the incident, basic services may be provided to victims, families, and friends.

The FAC will be established in coordination with the Schenectady County/NYS Office of Mental Health and the American Red Cross or other vetted NGO. No locations have been secured as predetermined locations, but reasonable efforts shall be made to keep the center close to the campus itself. The following services may be provided at the FAC, as needed:

- A family hotline number
- Victim identification assistance
- Reunification information
- Notification of family members
- Mental health counseling services
- Temporary housing and meals
- Needs assessment (e.g., compensation)
- Advocacy and coordination (e.g., legal rights and services)

Vigils and Memorials

Vigils and memorial services are an important part of navigating the healing process following the trauma of an ASHE. In the aftermath of an incident, they provide an opportunity for individuals to take comfort and receive support from others affected by the incident. They also provide the community with an opportunity to participate in the healing process and offer support to those in need. Coordination with incident command is essential, as the scene may continue to be an active crime scene for several days/weeks.

Vigils may be held on an ad hoc basis in the hours and days post-incident, but memorials generally are more formally organized and take place several days, or even weeks later. If needed, a space will be designated in or near the incident scene where people may leave tokens of remembrance, such as sympathy cards, balloons, or stuffed animals.

Long-Term Recovery – Restoration

The long-term recovery process begins once the assembly areas are cleared by law enforcement for cleaning and the affected individuals have returned to their families and friends. The goals of long term recovery are to help both the victims and affected faculty, staff and students return to normality in their daily interactions and professional life, and to take whatever steps are necessary to return Union College to normal operations.

Mental Health Support

The psychological impact of active shooter or other violent incidents is different for each affected individual. Grief counseling is used for a spectrum of emotional crises to include for those who were victims of the incident, those who knew some of the victims, and others less directly affected who may still experience post-traumatic stress disorder or other anxieties. Some individuals may need little or no treatment. The role of the organization is at minimum to facilitate whatever appropriate counseling might be required.

Union College provides support resources to assist faculty, staff and students in resolving personal and campus-related problems. After an incident, this may include assisting with emotional difficulties, financial and legal concerns, and other post-incident issues. Ensure that employees are provided appropriate leave time for recuperation from injuries or disabilities caused by the incident. First responder agencies have internal policy and programs designed to offer the same resources to their staff.

If an active shooter event in a workplace results in injuries (physical and psychological) and fatalities, the affected individuals may be eligible to apply for compensation for their medical expenses. Encourage employees to seek information about victim assistance programs from the NYS Office of Victim Resources or the Schenectady County District Attorney's Office, which can aid in their recovery. Further information may be available from law enforcement and local government offices.

Resuming Operations

Unless there is severe physical damage from an attack or other special circumstances, the campus will reopen as soon after the post-incident investigation is complete as determined reasonable.

Union College is aware that individuals recover from traumatic incidents at their own rates. Some may be able to reestablish their normal routines and return within days, while others may need more time. Some individuals may be unable to return at all. Safety and security briefings will be provided as needed to assure that employees are kept up to date.

Union College will prepare and enact continuity plans to keep operations going as necessary.

Post Incident Review/After Action Review Process

An AAR shall be conducted as soon as practical following an exercise or event, in a non-judgmental approach, and should involve representatives from each participating agency. This should include information on the major events, all lessons learned, observations, and review any new initiatives developed or identified during the exercise or event. The AAR should also include a discussion of all techniques, tactics, and procedures utilized during the exercise/event to include what went right and what areas could benefit from improvement. It should identify any issues and the consequences resulting from the potential outcomes of those issues.

Following the AAR meetings and discussion, an After Action Report/Improvement Plan (AAR/IP) should be written (per HSEEP standards) which identifies areas that require improvements, the actions required, the timelines for implementing those improvements, and the organization and party responsible for this action. The AAR/IP should be shared with all stakeholders, and used to further define the plans and procedures related to events at the stadium.

Access to College Facilities & Maps and Construction Documents

Union College shall provide access to digital records of floor plans to each building on the campus when requested or required; if, for tactical reasons, engineering plans/as-built documents are required, they are accessible 24/7/365 at the Union College Facilities Office or at the established EOC.

Union College shall provide an expeditious means of entry to law enforcement agencies that are noted in this protocol, in a manner that is in keeping with accepted standards, so responding law enforcement are not delayed in gaining immediate access to any building on campus that is controlled by an electronic locking system.

Program and Plan Maintenance

The Active Shooter Response Plan will be maintained, reviewed, and updated following the Emergency Plan's preparedness cycle that includes planning, training, exercising/responding, evaluating and mitigating. All stakeholders should participate in each phase of this cycle to ensure that the plan reflects the current operational strategies, organizational structures, and methodologies utilized by response personnel. Following each event, training, or incident, an evaluation of all response actions and in-place mitigation measures should be performed. This will allow for the identification of areas to be sustained, improved, or added to enhance the organization or facility overall preparedness.

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Roles and Responsibilities

Implementation of a Unified Command team will include the representation of law enforcement, fire, EMS, and Union College leadership. Decisions made within the Unified Command system will be based on common objectives. If a unified decision cannot be reached, then the final decision-making authority will be granted to the agency having primary jurisdiction of the issue.

For the specific purpose of this framework below are the multi-discipline responsibilities of various agencies involved in an active assailant incident.

The law enforcement agency that has the capability to lead the incident (resources) – Schenectady Police Department, Schenectady County Sheriff's Office, or the New York State Police – shall be designated lead law enforcement agency; and is responsible for:

- establishing an initial incident command structure; and when appropriate, an upgraded strategic incident command structure.
- establishing contact teams to locate and neutralize or confine the assailant.
- overall management of the active assailant event including the coordination of all responding law enforcement resources.
- immediate deployment of all on duty personnel and, if required, the Schenectady County Sheriff's SWAT team and/or NYSP Special Operations Response Team (SORT) in Rapid Response to stabilize the event and provide immediate tactical resources.
- coordination of a safe and orderly evacuation from the campus if necessary
- conducting a comprehensive investigation into the facts and circumstances of the incident

Schenectady Fire Department, as lead firefighting agency; is responsible for:

- supporting the incident command structure; and the development and support of the Unified Command structure; including the use of resources to create and sustain a strategic, isolated command post.
- under the direction and with the assistance of law enforcement, the rescue of sick/injured civilians from the incident.
- locating, confining and controlling fires or other hazardous conditions located adjacent to or within the active assailant event.
- assisting with the care of sick and injured civilians.
- Assisting with the on-scene rehab of first responders when environmental conditions restrict activity (i.e. high heat or cold).
- management of fire department resources involved in an active assailant incident.

Mohawk Ambulance Service, as lead EMS agency*; is responsible for:

- supporting the incident command structure; and the development and support of the Unified Command structure; including the use of resources to create and sustain a strategic, isolated command post.
- provision of basic and advanced life support actions for sick and injured civilians and responders within the hazard zone.
- Establish on-site Physician Medical Control within one (1) hour incident onset if required.

- In cooperation with Union College medical services leadership, activation of Union Colleges medical surge plan and the Schenectady County Mass Casualty Incident (MCI) plan.
- emergent transport of sick and injured civilian and responders from the active assailant incident to definitive care facilities – non-emergent patients, the campus' health services office should be utilized as the on-grounds casualty collection area for future patient transports to area hospitals.
- Management of EMS resources involved in an active assailant incident and have all decision making authority of on-scene (incident) patient care while continuing to support continuous patient care transport needs elsewhere on-grounds and at the Infirmary.

****- In any incident where there are three (3) or more patients (hence activating the Schenectady County MCI Plan), the Schenectady County EMS Coordinator or his/her authorized representative shall assume EMS command, with Mohawk Ambulance Service retaining patient care responsibilities)***

Union College Campus Health Services Office is responsible for (during academic sessions only):

- In the event of an active shooter or any incident on campus that necessitates a campus "lockdown," "shelter-in-place" or "lockout" all staff associated with Campus Health Services shall be included in those orders and will not be available to assist
- Continue patient care for walk-in sick and injured patients in conjunction with EMS command
- Receive, triage/treat appropriate patients from the incident or any concurrent incident, as appropriate
- Any patients involved in the ASHE that report to Campus Health Services should be further identified, documented, stabilized and triaged for/to area hospitals as required

Union College, as the oversight agency, is responsible for:

- Supporting the incident command post with leadership that has decision-making authority
- Providing representation (liaison) to the ICP and/or County EOC as requested
- Ensuring a consistent flow of information between the public and the media, as well as employees and vendors
- Establishing a recovery process for faculty, staff, students and visitors to return to a state of normalcy, with human services a top priority
- Integration of the National Incident Management System and Incident Command System to ensure move the Union community toward and effective and meaningful recovery.
- Providing accessibility to campus buildings to law enforcement agencies
- Providing building plans to law enforcement agencies at the onset of this protocol and thereafter as plans are updated/modified.

Annexes to Protocol

Annexes will be issued and filed separately from this protocol by the agency with document responsibility with the current edition in place at time of this document's annual review:

#1 Union College Medical Surge Plan (contains) Schenectady County Mass Casualty Incident Plan