



# Active Threat Preparedness: An Inclusive Approach

Join the IAEM Access & Inclusion Caucus for a webinar on September 29th at 2 p.m. ET. The webinar focus is on disabilities and active threat training, exercising, and response. The goal is to provide practitioners with some solid takeaways for more inclusive planning, training, and exercises.

- How to develop inclusive training videos, exercises, and drills
- How to get better engagement
- Planning essentials for Transit, Schools, Higher Ed, general community
- Provide input for the NFPA 3000 Standard

**Valerie Haven, MSEM**  
Emergency Management  
Consultant, Disability Inclusion

**Laura Brelsford**  
Assistant General Manager,  
System-Wide Accessibility,  
MBTA

**Rob Sampson**  
Director, System-Wide  
Accessibility, MBTA

**Anne-Marie McLaughlin**  
Director, Emergency Management  
and Continuity, NYU  
IAEM Access and Inclusion Caucus  
Chair, Facilitator

**Sgt. Kyle Campbell**  
Los Angeles Police Department  
City of Los Angeles "Use your Abilities  
to Survive an Active Shooter" video

**Chief Otto Drozd III**  
Seminole County Fire  
NFPA-3000: Standard for an Active  
Shooter/Hostile Event Response  
Program

**Nicole Cassels**  
Emergency Services Specialist, NFPA-  
3000: Standard for an Active  
Shooter/Hostile Event Response  
Program

*A Webinar Presented by the IAEM Access and Inclusion Caucus*

- Access and Inclusion Caucus
  - IAEM Caucus open to any IAEM member
  - Focused on helping emergency managers serve the whole community, including people with disabilities, access and functional needs
  - Actively engaged in projects like this webinar series. Last webinar in the Spring was on Covid and is available on the IAEM website.
  - IAEM.ORG



# IAEM Member Benefits

## The IAEM Network Is One of Our Best Assets - Learn How IAEM Benefits Its Members



### ACCESS

IAEM members have access to the largest network of top emergency management experts who can offer solutions, guidance and assistance.



### INFORMATION

Members receive regular updates on issues of importance via email, social media, weekly e-newsletter (the IAEM Dispatch), and monthly newsletter, (the IAEM Bulletin)



### PROFESSIONAL DEVELOPMENT

Opportunities to learn or to share knowledge are provided via in-person meetings, networking, continuing education and training opportunities.



### JOBS BOARD

Members may learn about professional job opportunities in emergency management and seek individuals for positions needed by their departments. [\[View jobs\]](#)



### REPRESENTATION

IAEM participates on government working groups addressing vital issues such as terrorism preparedness, emergency management program standards, communications, disaster assistance delivery and others.



### JOIN TODAY!

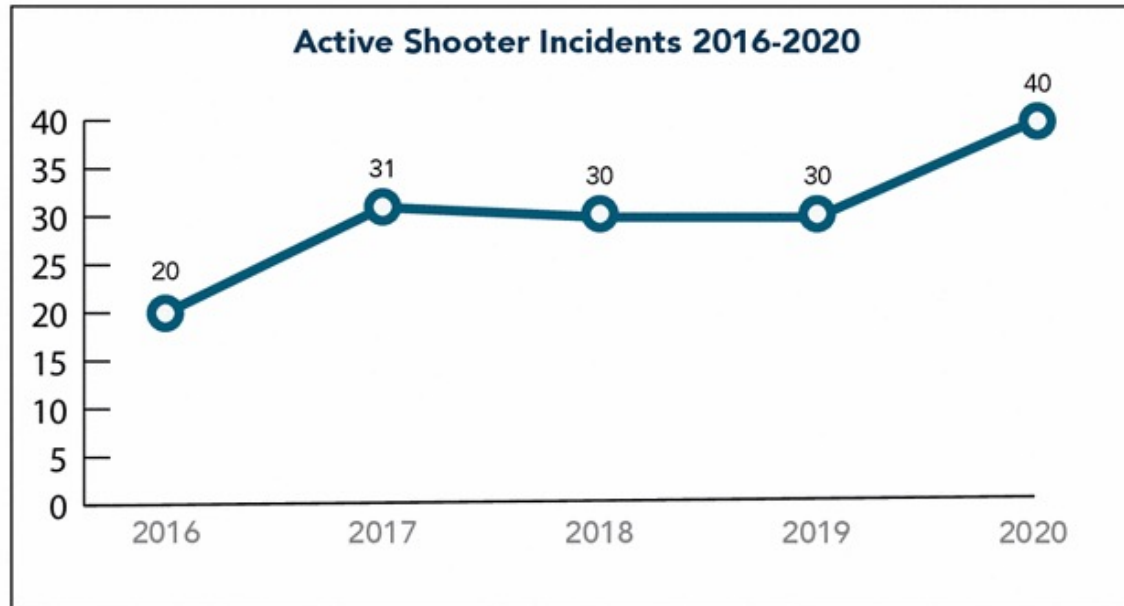
Review all the benefits and [join IAEM today!](#)

An active shooter [threat] is an individual actively engaged in killing or attempting to kill people in a populated area, and recent active shooter incidents have underscored the need for a coordinated response by law enforcement and others to save lives.

Source: FBI



Figure 1.

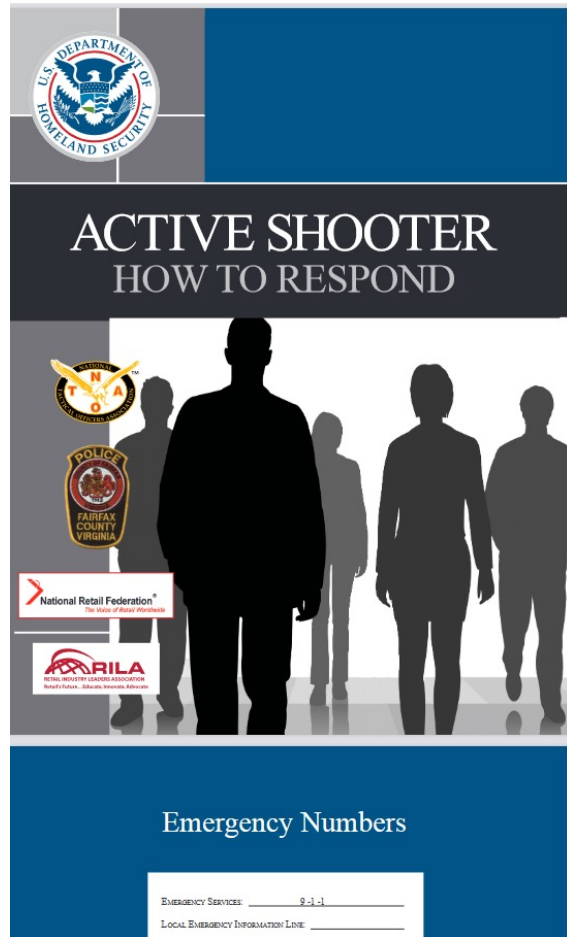


## Summary

Since 2016, active shooter incident data reveals an upward trend: The number of active shooter incidents identified in 2020 represents a 33% increase from 2019 and a 100% increase from 2016. A breakdown of number of incidents by year<sup>4</sup> follows:

- 2016: 20
- 2017: 31
- 2018: 30
- 2019: 30
- 2020: 40

Source: FBI



## Sgt. Kyle Campbell, LAPD

Sergeant Kyle Campbell began his law enforcement career at the University of Georgia in 1996 while he was studying for his Master's Degree in Political Science. He left the University to join the Los Angeles Police Department in 1998 and has taken assignments as a Patrol Officer, Field Training Officer, Police Academy Tactics Instructor, Field Sergeant and Administrative Sergeant. He is currently assigned as the Operations-Valley Bureau Training Coordinator where he and his staff are responsible for risk management and training compliance for seven geographic divisions which comprise almost 2000 police officers.

A career long devotee of police training, since graduating from the Police Academy Sergeant Campbell has been involved in recruit and in-service training with a specialization in officer tactics and survival. He has received over 1500 hours of training in areas ranging from Handgun and Officer Safety and Field tactics instructor to Active Shooter Response. Sergeant Campbell has spent the majority of his career teaching in the arena of officer safety and field tactics.

Sergeant Campbell is the driving force behind the City of Los Angeles "Run, Hide, Fight" program which has trained almost 50,000 citizens and 200 instructors to date. The program is built on public/private partnerships and has worked with the Disabilities and Access and Functional Needs community to provide guidance for active shooter response.



## Valerie Haven, MSEM



Valerie Claire Haven is the first blind person to graduate from the Massachusetts Maritime Academy with an advanced degree. She earned her master's degree in emergency management. The topic of her capstone paper was the survivability of individuals with disabilities during active shooter threat.

Ms. Haven then established her consulting business entitled, "Redefining Bravery." Her focus is on issues of disability and emergency management. All her work is framed within the context of the inclusive whole community. Ms. Haven has consulted for organizations such as University of Massachusetts, New York University, and FEMA Region 1. She also appears in the training film on active threat developed by New York University's Office of Emergency Management and Continuity.

Valerie Haven can be reached at 617-774-8788 or [vhaven@redefiningbravery.net](mailto:vhaven@redefiningbravery.net).



Laura Brelsford is Assistant General Manager, System-Wide Accessibility, MBTA. Laura joined the MBTA in 2007 as part of the newly formed Department of System-Wide Accessibility. Since that time, she has worked to advance the MBTA's mission of becoming the global model for accessible public transportation.

She and the dedicated SWA team have spearheaded a number of major accessibility initiatives including the development of an internal monitoring program, a first-ever training for front-line staff responding to customers with disabilities during emergencies, and the development of the Plan for Accessible Transit Infrastructure—a roadmap for making the system fully accessible.

Her top priority, however, is to ensure that people with disabilities, employees as well as riders, have a voice in decision-making. As a full-time wheelchair user, Laura leverages the MBTA's accessibility on a regular basis and (when not quarantining) can frequently be spotted on the Red Line. She is a graduate of Mount Holyoke College.





Rob Sampson, Director, System-Wide Accessibility, MBTA

In 2007, Rob began his career with the MBTA as a member of the Customer Support Services Department. Shortly thereafter, in 2008, he transferred to the Department of System-Wide Accessibility (SWA), joining a talented team of accessibility subject-matter experts dedicated to transforming the MBTA into a public transit system that is safe, reliable and fully accessible for all riders.

During his time with SWA, Rob has led the development of advanced front-line employee training and agency operating policies and procedures designed to improve services for customers with disabilities.

This work has included a specific focus on identifying best practices for inclusive emergency response protocols in the transit environment, and assisting in the planning and evaluation of system emergency exercises on a semi-annual basis. Since 2016, he has served on Technical Committees for NFPA 1600 and 1616. He holds a BS and MS in Criminal Justice from the University of Massachusetts-Lowell.

Otto Drozd III is the Fire Chief of the Seminole County Fire Department in Florida. He holds a bachelor's degree in Public Management from Florida Atlantic University and a Master's Degree in Public Management from St. Thomas University. Chief Drozd is a 2006 graduate of the Executive Fire Officer Program at the National Fire Academy in Emmitsburg, MD, was awarded a 2010 Fire Service Fellowship to attend Harvard University's Kennedy School and was awarded a Chief Fire Officer Designation from the Commission on Professional Credentialing in 2008.

He is active at the Local, State, and National Levels serving in leadership positions. Chief Drozd is the Past President of the International Association of Fire Chiefs (IAFC)/NFPA Metropolitan Fire Chiefs Association, a Past IAFC 2nd VP and Past President of the Florida Fire Chiefs Association. He was the proposer of NFPA 3000 –*Standard for an Active Shooter Hostile/Hostile Event Response* and serves on the technical committee. He currently serves on IAFC's Technology Council, served on the IAFC's EMS Reimbursement and Unmanned Aerial System Task Force and is a member of the Executive Fire Officers Section.







Nicole Cassels is an Emergency Services Specialist at the National Fire Protection Association (NFPA). She is also the staff liaison for NFPA 3000.



Anne-Marie McLaughlin is the Director of Emergency Management and Continuity at NYU where she has directed ongoing resilience-building emergency management and continuity efforts since 2018. Prior to joining NYU in February of 2018, she served as the Emergency Manager at the University of Massachusetts Boston since 2010. She is currently Vic—Chair of the IAEM Access and Inclusion Caucus

Her certifications include the CEM, MEP, CBCP and CBCI. She holds two Master's Degrees, one in Business Continuity Management from Norwich University and one in English from the University of Massachusetts Boston. She is a graduate of Harvard University's National Preparedness Leadership Initiative. She has developed, conducted and/or evaluated dozens of university emergency exercises, including functional and full-scale active threat, Emergency Dispensing Site, and Public Affairs exercises. Additionally, she has supported full-scale SWAT and police response exercises conducted by the Massachusetts State Police, Massachusetts Department of Transportation/Transit Police, and Urban Shield exercises held in Boston.

She has presented on inclusive active threat and emergency preparedness to the AHEAD Disabilities Support professionals national conference, the IAEM Colleges and Universities Caucus, as well as at local and FEMA Region I events.





Sgt. Kyle Campbell, LAPD  
Los Angeles, California

Use Your Abilities  
To Survive  
An Active Shooter

## THE CITY OF LOS ANGELES



Emergency Management Department  
Los Angeles Police Department  
Department on Disability  
Information Technology Agency

PRESENTS:



**Cal OES**

GOVERNOR'S OFFICE  
OF EMERGENCY SERVICES

# ACTIVE SHOOTER AWARENESS GUIDANCE

February 2018\*\*  
Cal OES Law Enforcement Division

[www.caloes.ca.gov](http://www.caloes.ca.gov)

\*\* Latest Update includes Access and Functional Needs (AFN) Considerations





# USE YOUR ABILITIES TO SURVIVE AN ACTIVE SHOOTER LOS ANGELES

Use Your Abilities to Survive an Active Shooter

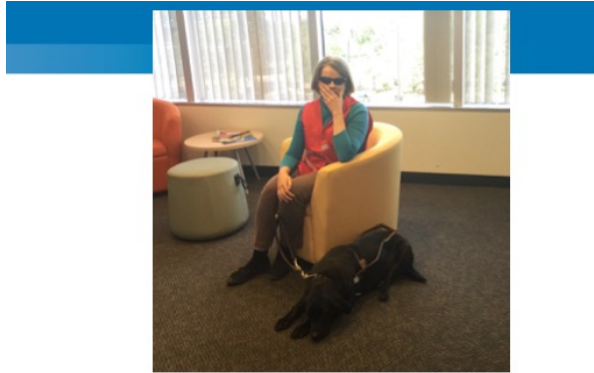


Use Your Abilities to Survive an Active Shooter

## POTENTIAL WEAPONS

Fire extinguishers   Scissors  
Canes   Vases  
Crutches   Telephones  
Letter openers   Chairs  
Any heavy object





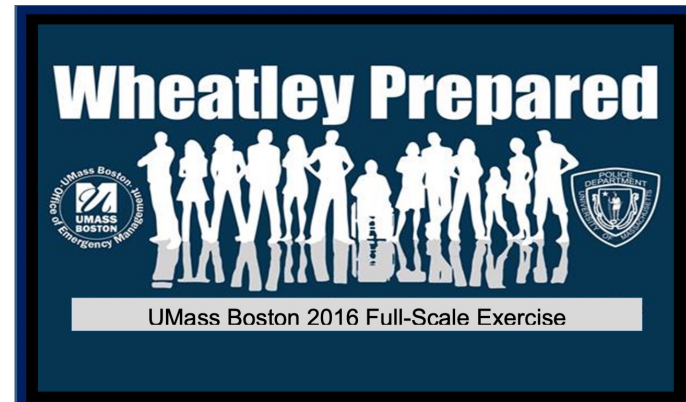
ICI Research Data Coordinator Jen Bose and Nitra serve as controllers.



*"Yes, you can use my photo. I'm a real person, not a cutout. What's the advice for people like me?" - Diane Murphy, Senior Bookkeeper, UMass Boston Office of Student Activities and Leadership*



Receptionist Jonathan Keleher shows Officer Kamborian his hiding place





# Integrated Active Threat Preparedness Considerations for the NYU Community

In recent years, the term “active shooter” has unfortunately become part of our collective vocabulary. And while active threat incidents remain highly unlikely occurrences, it is important to be aware of best practices and procedures in the case of such a threat on campus.

Below we have assembled various guidelines making difficult decisions before, during, and after an active threat should one occur here at NYU.

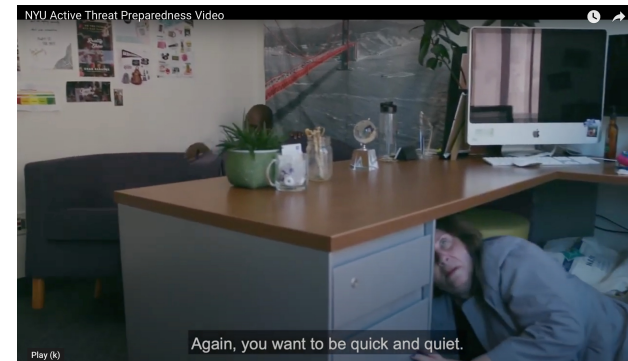
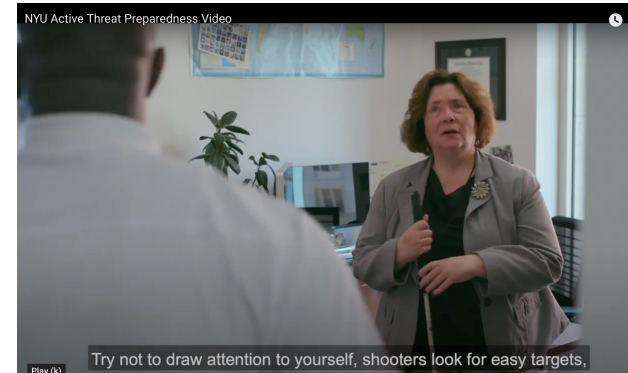
## + General Considerations

## + Before an Active Threat

## + During an Active Threat

## + After an Active Threat

## + Individuals with Disabilities or Access and Functional Needs



# Inclusion of People with Disabilities in Emergency Planning

- Accessibility covered in all emergency preparedness training
  - Trainings co-developed by SWA staff
  - Feedback from disability community solicited during training development
- Recruitment of people with disabilities for emergency drills
  - Participant insight and recommendations has led to procedural changes and improvement to vehicle equipment



# Emergency Preparedness for Frontline Employees

- Multiple trainings
  - Accessibility training for all Bus & Subway frontline employees
  - Security Awareness and Emergency Preparedness Employee Training
  - MBTA Transit Police training on responding to victims with disabilities
- Key Highlights:
  - Effective communication
  - Offering assistance
  - Soliciting help from others
- Annual Subway and Commuter Rail emergency drills
  - Bus/Subway/Commuter Rail evacuations
  - Active shooter scenario





# NFPA 3000™

## Standard for an Active Shooter / Hostile Event Response (ASHER™) Program



IT'S A BIG WORLD. LET'S PROTECT IT TOGETHER.™

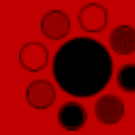


# Four Main Concepts

Whole Community



Unified Command



**NFPA  
3000™**

Integrated Response



Planned Recovery



# Main Elements

- **Preparedness, Response, and Recovery** from an active shooter/hostile event response.
- **Risk Assessment** – Identifying Threats, Probability of an event occurring, Analyzing Consequences, Assessing Hazards and Risk
- **Planning and Coordination** – Multi-agency, Gap assessment, Development, Implementation, Evaluation
- **Facility Preparedness** - Occupant Characteristics, Emergency Action Plans, Notification, Exercise
- **Public Education** -



## The Standard Development Ribbon

Public Input  
Closing Date for  
NFPA 3000™:  
**November 10, 2021**

[NFPA.org/3000](https://nfpa.org/3000)

Nicole Cassels, Staff Liaison

[NCassels@nfpa.org](mailto:NCassels@nfpa.org)



- Stakeholder involvement
- "Nothing about us without us"
- Partnership across agencies and groups
- Exercises and drills
- Providing inclusive materials
- Learning from each other
- Nationally-recognized standards



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ABOUT ▾ CERTIFICATION ▾ EVENTS ▾ GROUPS ▾ RESOURCES ▾ JOBS MEMBERS ▾ NEWS ▾ DASHBOARD JOIN ▾



Access & Inclusion

Groups > USA Caucuses > Access & Inclusion

Councils/Ad Hoc Geographic Regions	+
Global Board	+
Commissions	+
Canadian Committees	+
USA Committees	+
USA Caucuses	—
> Access & Inclusion	
> Children and Disaster	—
> Climate, Water & Weather Caucus	
> Critical Infrastructure & Business Continuity Caucus	
> Disaster Cost Recovery & Finance	
> Faith-Based Organizations	
> Healthcare	
> K-12 Education	
> Mental Health and Wellness Caucus	
> Public-Private Partnership	
> Transportation	
> Tribal Affairs	
> Uninformed Services	
> Universities & Colleges	
USA Ad Hoc Committees & Advisory Boards	+

## IAEM-USA Access & Inclusion Caucus

### Caucus Chair:

Jacqueline Nguyen, MS

### Caucus Vice Chair:

Anne-Marie McLaughlin, CEM, MEP, CBCP

### Caucus Secretary:

*pending selection*

### Reference Librarian:

Howard Pierpont

### Board Liaison:

Robert W. Hill, CEM, IAEM-USA Region 8 President, [iaem.R8@iaem.com](mailto:iaem.R8@iaem.com)

### Staff Liaison:

Olivia Galinis, [olivia@iaem.com](mailto:olivia@iaem.com)

IAEM-USA members interested in participating in this caucus should email the caucus staff liaison and tell them how you can contribute to or learn from this committee's important work.

## 2021 Access & Inclusion Caucus Meetings:

- [Download the schedule for the 2021 caucus meetings.](#)
- [Go to the Caucus Meeting Agenda/Minutes page](#) to access the latest agendas and minutes.

Members Only Pages: [Caucus Roster](#) | [Caucus Meeting Agendas/Minutes](#)

## Purpose Statement

The IAEM-USA Access & Inclusion Caucus is committed to addressing and advocating the inclusion of and servicing the needs of the nation's access and functional needs population before, during and following disasters and emergencies.

## Resources

- [Slides from the Apr. 7, 2021 Access and Inclusion Caucus Webinar on "Emergency Managers' Guide to Best Practices for Disabilities, Access, and Functional Needs Inclusion"](#)
- [List of COVID-19 Resources for People With Disabilities](#) (CDC.gov).
- [Project Civic Access](#) (ADA.gov). Settlement agreements resolve cases that are part of the Department of Justice's **Project Civic Access**, a wide-ranging effort to ensure that counties, cities, towns, and villages comply with the Americans with Disabilities Act by eliminating physical and communication barriers that prevent people with disabilities from participating fully in community life. The Department has conducted reviews in 50 states, as well as Puerto Rico and the District of Columbia, and is posting the agreements to help additional communities come into compliance with the Act.
- [Access and Functional Needs Resources](#) (State of Colorado)
- [FEMA PrepTalk: We Succeed or Fail Together](#), L. Vance Taylor, Chief, Office of Access and Functional Needs, California Governor's Office of Emergency Operations (FEMA PrepTalks, June 18, 2020).