



University of Pennsylvania Police Department 4040 Chestnut Street, Philadelphia, Pa 19104		 
Directive: 97	Subject: Active Threat, Active Shooter and Terrorism Emergency Plan	Effective Date: 11/20/2011
Order of: Gary Williams, Chief of Police		Amended Date: 08/01/2023

I. Purpose

The purpose of this directive is to establish guidelines and procedures for police officers of the University of Pennsylvania Police Department (UPPD) when responding to any active threat, active shooter, and/or active terrorism incident.

II. Policy

It is the policy of the UPPD, based on training and experience, to grant first responding patrol officers the authority and responsibility to immediately engage any active threat, active shooter, and/or terrorism incident which poses imminent danger to others. The goal of police intervention in an active threat incident is to take instant action, using all lawful and necessary means to neutralize the incident, save lives and prevent serious injuries. Additional goals of responding officers include providing medical assistance and shelter to victims, securing a perimeter, and preserving the crime scene for further investigation.

III. Scope

This directive shall affect all sworn police officers.

IV. Definitions

- A. **Active Threat:** Any deliberate incident involving violence which creates an immediate threat or presents the potential to pose imminent danger of death or serious bodily injury to any person(s).
- B. **Active Shooter/Active Killer:** A person(s) actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters/killers use firearms and there is no pattern or method to their selection of victims.
- C. **Terrorism:** An incident involving the systematic use of violence and intimidation through mass destruction, assassination, kidnapping or other acts dangerous to human life, in furtherance of political or social objectives.

- D. **Immediate Action/Rapid Deployment:** The swift and immediate deployment of first responding patrol officers to actively confront a developing high-risk crisis in which death or great bodily injury to innocent persons is probable. Immediate Action/Rapid Deployment tactics are not a substitute for conventional response tactics to a barricaded gunman.
- E. **Team Leader:** The Team Leader will be designated by the first responding patrol officers based on training and experience without consideration to rank. First responding officers SHALL NOT wait for a supervisor to designate the team leader.

V. Procedures

A. First Responder Responsibilities

1. It is the responsibility of the first responding officer(s) to immediately engage any active threat, with the intent to neutralize the incident without waiting for Command Staff or for the arrival of a tactical response team.
 - a. The primary goal of the responding officer(s) is to take instant action against any threat that has the potential to pose imminent danger to the life of any person(s); responding officers shall utilize all lawful, necessary and appropriate means to immediately neutralize the incident, save lives and prevent serious injuries. (CALEA 46.1.10. c)
 - b. The secondary goals of responding officers include providing medical assistance to victims, securing a perimeter for containment of the incident, identifying appropriate shelter areas or areas of refuge and preserving the crime scene for further investigation. (CALEA 46.1.10. d)
 - c. The first responding officer(s) will be responsible for the initial collection and broadcasting of pertinent information.
 - d. First responders shall attempt to form a perimeter and contain the incident as well as shelter potential victims when appropriate and possible.

B. Secondary Responder Responsibilities (CALEA 46.1.10. d)

1. Any officer(s) arriving after the first responders shall secure the inner and outer perimeters of the scene; establish a shelter area(s) and form a Rescue/Recovery Teams(s) if appropriate.
2. Officers assigned to perimeter patrol must stop any attempts of escape by the person who is an active threat and prevent potential victims from entering the area containing the threat.
3. Officers who are assigned to the perimeter must be aware that innocent persons may be fleeing from the area and will be responsible for directing fleeing persons to a designated secured safe shelter area.

C. Contact Team Responsibilities

1. It is the responsibility of the first responding officers to form a Contact Team and designate a Team Leader when the incident warrants a coordinated response.
2. Upon neutralizing the threat, the Contact Team shall notify the Incident Commander and/or PennComm and remain in the immediate area of the neutralization until relieved by a Rescue/Recovery Team or Specialized Response Team unless circumstances (i.e. additional threats, explosive devices, etc.) dictate otherwise.

D. Rescue/Recovery Team

1. It is the responsibility of the officers arriving after the formation of the Contact Team to form a Rescue/Recovery Team when the incident warrants a coordinated response. The primary mission of the Rescue/Recovery Team is to rescue and recover victims from the immediate area of the incident.
 - a. Upon the arrival of additional officers a Rescue/Recovery Team shall be formed and Incident Command established.
2. The Rescue/Recovery Leader will direct the Rescue/Recovery Team throughout the team's mission; The Rescue/Recovery Team Leader will designate one officer from the Rescue/Recovery Team to maintain radio communications with PennComm or the Incident Commander. It is the duty of this officer to notify PennComm or the Incident Commander of the following:
 - a. When the Rescue/Recovery has been formed;
3. It is the priority of the Rescue/Recovery Team to rescue and recover injured and uninjured person(s) from a hostile environment.
 - a. If a person is injured, officers will remove this person to a predetermined safe area (designated by the Incident Commander) for evaluation by medical personnel.
 - b. If a person is uninjured, officers will provide directions to that person concerning the location of the safe area.
4. A Rescue/Recovery Team, at the direction of the Incident Commander, may escort medical personnel into a hostile environment.
5. Rescue/Recovery Team members shall search the hostile environment until all living persons have been evacuated or until relieved by another team at the direction of the Incident Commander.
6. A Rescue/Recovery Team can become a Contact Team if the threat is encountered or if during the course of the incident the change is warranted.

E. Incident Commander

1. The Incident Commander is responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved.
2. The Incident Commander may be a patrol officer until relieved by a supervisor or someone of higher rank. The first UPPD commander to arrive on the scene will immediately meet with the UPPD on-scene patrol officer or supervisor and relieve him/her of overall responsibility.
3. The Incident Commander will be responsible for the collection and dissemination of pertinent information from on-scene sources.

F. PennComm Center Responsibilities (CALEA 46.1.10. b)

1. Upon receiving the original call, regardless of the source, the PennComm Center Police Supervisor will ensure that a minimum of four officers and one supervisor are initially dispatched to the scene.
2. The PennComm Police Supervisor, upon confirmation of any type of active threat shall immediately:
 - a. Notify the Philadelphia Police Department (PPD) and adjoining agencies with all available information;
 - b. Notify the highest ranking supervisor on-duty and the Chief of Police or designee, providing conditions as soon as practical;
 - c. Dispatch a communications car to the location designated by the Incident Commander;
 - d. Dispatch any other requested emergency equipment;

Note: Any calls from the news media requesting information shall be directed to the Office of University Relations, News and Information Services at 215-898-8721.

G. Post-Incident De-Briefing, After Action Reports and Support Services

1. Upon the conclusion of the incident, all key UPPD personnel, as determined by the Incident Commander, will prepare a detailed Incident Report (UPPD-10) or Supplemental Incident Report (UPPD-11) containing a synopsis of his/her activities, to be completed prior to reporting off duty on the day of the event.
2. In addition to the above reports, key UPPD personnel, as determined by the Incident Commander, will prepare a detailed after-action report (Interoffice Memorandum (UPPD-28) containing an overall critique of the incident, and any recommendations for change or

improvement. The after-action report shall be completed prior to reporting off duty on the day of the event, absent exigent circumstances.

3. The Incident Commander will prepare his/her after action report including the after-action reports of the other key persons involved.
4. All reports related to an active threat, active shooter and/or terrorism incident, will be reviewed by the Chief of Police and appropriate adjustments will be made to correct the problem areas identified in the reports through training and/or policy or procedure changes.
5. The Director of Special Services, or designee, shall serve as a resource and, when appropriate, shall be available to provide professional assistance to victims and others upon conclusion of the event.
 - a. Critical Incident Stress Management (CISM) services will be provided to Police Officers involved in the incident.

H. Annual Review and Training

1. On an annual basis, The Professional Standards and Training Supervisor shall conduct an annual review of the Active Threat, Active Shooter and Terrorism Emergency Plan. The review process shall include a documented evaluation of recent training programs to determine if any additional or different training needs are required. The annual review shall be submitted through the chain of command to the Chief of Police for final review and approval. (CALEA 46.1.10.e)
2. All after action reports regarding Active Threats will be routed to the Tactical Sergeant for review.
3. A written critique of the exercise shall be forwarded to the Office of the Vice President of Public Safety/Chief of Police, who shall then review the critique and share the information with University officials.
4. All uniformed UPPD Officers shall be provided with Active Threat, Active Shooter and Terrorism Training upon employment with the UPPD. Officers shall also receive periodic updated training pertaining to Active Threats, Active Shooter and Terrorism Response throughout their employment with the department.

I. Response to A Specific Crisis Incident

1. While this directive outlines the general crisis management steps to be implemented as warranted, the following directives (as well as the University of Pennsylvania's "Crisis Management Plan") will guide actions to be taken for specific situations:
 - a. Directive 7: "Hazardous Conditions"

- b. Directive 9: “Responsibilities at Crime Scenes”
 - c. Directive 30: “Critical Incident Management Procedures”
 - d. Directive 62: “Bomb Threats and Searches”
 - e. Directive 63: “Hostage/Barricaded Subject Plan”
2. All departmental emergency operations plans shall be accessible to all command level personnel. These plans shall be reviewed and updated as warranted, during the department’s CALEA self-assessment phase.

J. Compliance

Violations of this directive, or portions thereof, may result in disciplinary action.

K. Officers Assigned to Other Agencies

Officers of this department assigned to or assisting other law enforcement agencies will be guided by this directive.

L. Application

This directive constitutes departmental policy, and is not intended to enlarge the employer’s or employee’s civil or criminal liability in any way. It shall not be construed as the creation of a higher legal standard of safety or care in an evidentiary sense with respect to third party claims insofar as the employer’s or employee’s legal duty as imposed by law. Violations of policy will only form the basis for departmental administrative sanctions. Violations of law will form the basis for civil and criminal sanctions in a recognized judicial setting.