



Crisis Communications Plan

University of the Fraser Valley, Abbotsford campus

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**Developed for the University of the Fraser Valley
by CMNS/MACS 480 students:**

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Purpose

The Crisis Communications Plan (CCP) is designed to outline guidelines for quick and effective communication with the University of the Fraser Valley's (UFV) Abbotsford campus community, its partners, and external stakeholders during an active shooter scenario.

UFV follows the British Columbia Emergency Response Management System (BCERMS) in the event of a crisis situation. The response objectives of BCERMS and UFV, in priority, are to:

- provide for the safety and health of all responders,
- save lives,
- reduce suffering,
- protect public health,
- protect government infrastructure,
- protect property,
- protect the environment, and
- reduce economic and social losses.

Definitions

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims (DHS, 2008).

Applicability

This plan applies to the University of the Fraser Valley campus located at 33844 King Road, Abbotsford, BC, Canada V2S 7M8.

Audiences

The most important audiences will be those at greatest risk in the event of an active shooter on the Abbotsford campus. Getting messages to these audiences will take priority while there is an active threat. Other important audiences include UFV students, staff, faculty, businesses and visitors on campus. Parents, alumni, donors, stakeholder organizations, all levels of government, media, and the general public will also require information about an on-campus crisis situation (UBC, 2013).

Roles and Responsibilities

President's Office

President and Vice-Chancellor

Dr. Mark Evered

Responsible for acting as UFV's figurehead during a crisis to communicate with the public at conferences and signing off on any new policies.

Communications Team

Director, Communications

Dave Pinton

Responsible for managing and directing UFV's internal and external communications.

Manager, Communications & Media

Anne Russell

Responsible for systematic planning, implementing, monitoring, and revision of all the channels of communication within UFV, and between other organizations.

Security & Emergency Management Team

Director of Security and Emergency Management

Brian Leonard

Responsible for comprehensively planning for and responding to disasters.

Emergency Planning Coordinator

Laura Kerek

Responsible for comprehensively planning for and responding to disasters at UFV.

Manager of Security

Mike Twolan

Responsible for overseeing management of security practices and facilitation at UFV.

Human Resources Team

Associate Vice-President

Diane Griffiths

Responsible for the maximization of UFV's performance in service in handling a crisis.

Counselling Team

Counsellor, Department Head

Tia Noble

Responsible for overseeing counsellors at UFV during a crisis.

Procedures

Initiating a first alert

Upon knowledge of an active shooter situation on campus, the Director of Security and Emergency Services will immediately notify first responders (police, fire, ambulance). During this time, the Director of Security and Emergency Services will work with the Manager of Security and his/her team to begin implementing UFV's shelter-in-place protocol (see Appendix C). The Director of Security and Emergency Services will also contact the Director of Communications to release an emergency message via the UFV Alert system.

Convening the emergency communications team

In the event of an active shooter scenario, the Director of Security and Emergency Services will contact the Emergency Operations Team. The Director will then mobilize a team that will include those responsible for media relations, website and social media communications.

Approvals of outgoing information

The Director of Security and Emergency Services has the ability to contact the Director of Communications and authorize him/her to release the first emergency alert via the UFV Alert system. If for whatever reason, the Director of Communications is unavailable, the Emergency Planning Coordinator will be given authorization to release the alert.

Blanket statements and pre-approved messages have been prepared (see Appendix A) as there will not be time to get message approval in an emergency situation. UFV executive members will be notified in the event of an active shooter situation, however, the Director of Security and Emergency Services has authority to release messages on the university's behalf.

The Director of Communications and Manager, Communications & Media will be responsible for implementing UFV's emergency social media protocol, where information will be released in a timely manner, and incorrect or unverified information will be acknowledged promptly.

The Director of Security and Emergency Services will engage with first responders, including working with the Abbotsford Police and their operations team to communicate the required safety actions of those on campus affected by the incident.

Immediate and Secondary Response Needs

The priority in an active shooter situation is to communicate with the UFV community on the Abbotsford campus as quickly and efficiently as possible. Media will be notified that there are no risks to UFV's other campuses so that information will get into the larger UFV community and the areas the campuses serve.

Immediate response communications checklist

- An initial UFV emergency alert on the UFV Alert system
- Implementation of emergency social media protocols
- Activation of the emergency banner on www.ufv.ca
- Notification of key stakeholders and audiences
- Response to media requests in conjunction with first responders
- Utilization of all available emergency communications tools:
 - UFV website
 - UFV Alert
 - Social media (primarily goUFV on Facebook, @goUFV on Twitter)
 - Emails to students, staff, faculty, and other stakeholders
 - CIVL Radio

Secondary response communications checklist

- Continue to provide updates via appropriate channels
- Identify and assign responsibilities for specific communication requirements for university groups, including:
 - Directors and heads
 - Students
 - Faculty
 - Staff
 - Sodexo and other on-campus residents
- Determine university spokesperson(s)
- Identify facts and possible questions (and answers) about the event
- Determine if a media centre/conference is required, and establish a location

After the threat has ended

News Outlets

In this situation, the media will be on grounds within hours so a media liaison needs to be prepared to answer questions from reporters. Instead of one-on-one interviews, hold a press release with all present media. Approve all released information with law enforcement.

Here are some questions the media liaison should be prepared for in the initial interview:

1. What happened?
 - Give a brief description of what occurred and where it occurred
 - Approximate time it happened
 - Where it happened
 - Areas of the school and surroundings
2. How many casualties (injuries/deaths) have there been?
 - Do not release names until family has been notified and if they are under 19, parental consent to release name may be required.
3. Has the shooter been apprehended?
 - If either arrested or dead, say so.
 - If no, ask public to be aware, but assure them that police are on the lookout. Give description of shooter and ask people to call police if they see them.
4. Who is/are the shooter(s)? If more than one how many?
5. What is their connection to the school?
6. What was their motivation?
7. Was there any threat made to the school beforehand?
8. Does the shooter have a history of mental health problems?

Expect interview requests from the following (see Appendix B for List of Media Contacts)

Television

Global TV (Shaw)

CTV (Bell)

CBC

Print

Vancouver Sun/The Province (Postmedia)

Abbotsford News (BlackPress)

Mission City Record (BlackPress)

Chilliwack Progress/Chilliwack Times (Black Press)

UFV Cascade

Other

The Tyee (Online Canadian Independent News Source)

CIVL Radio

CKNW AM 980 (Corus Radio)

News 1130 (Rogers)

Social Media

Social media can be advantageous, but UFV needs to be cautious of what is posted during the incident as the shooter(s) may be tracking social media feeds. There will be a minimum of one person solely dedicated to working on social media, not only posting new information as it becomes available, but also monitoring other social media posts to seek out incorrect or misleading information being released.

What should be posted?

- Thank law enforcement and anyone else who helped during the incident
- School closures
- Memorial information
- Secondary information, such as collecting donations to help students that may be in hospital
- When and where counselling is available

What to do with posts/responses on social media:

- Respond to everyone, whether they are being positive or negative. Use blanket statements such as “we agree” or “we will keep your concerns in mind moving forward.”
- Anyone who is making threats or is harassing anyone will be immediately reported to the proper authorities.

Appendix A - List of Approved Messages

UFV Alert

Shots have been reportedly fired on the Abbotsford Campus. We are asking all students and staff to stay away until the situation has been dealt with.

False Alarm: We are confirming that there is currently no danger on any of our campuses and students and staff are encouraged to attend.

Social Media

During Shooting

Facebook: UFV is confirming that shots have been fired on the Abbotsford campus. For up-to-date details, please follow @goUFV on Twitter.

False Alarm (Facebook or Twitter): We are confirming that no incident has occurred at UFV and students and staff are encouraged to come to class.

Twitter: UFV is confirming that shots have been fired at the Abbotsford campus. More details to follow.

Additional tweets should be approved by law enforcement (can retweet @AbbyPoliceDept or @bcRCMP if relevant).

Final Tweet: The incident on the Abbotsford campus has been confirmed to have ceased.

After Shooting

Facebook: We are confirming that the incident is over. The suspect is (at large/ caught/been killed). We are asking anyone with information to contact the RCMP. We will be closing all campuses for the remainder of the day and for any days that RCMP deem necessary, but hope to reopen as soon as possible. We will keep updating with new information as it becomes available to us.

Twitter (If shooter is still at large): UFV and RCMP are asking citizens to stay vigilant as the suspect(s) is/are still at large. Do not approach.

(When shooter has been caught): We are confirming that the suspect(s) has been apprehended by the RCMP. More information to follow.

(If shooter has been killed): We are confirming that the suspect(s) has been killed.
More information to follow.

Email

Sent to Students

Day of Incident

To the students of UFV,

We are confirming that shots have been fired on the Abbotsford campus and are asking students of all campuses to stay home for the remainder of the day. If you would like to keep updated on social media, please follow @goUFV on Twitter and/or our Facebook page goUFV.

We are asking anyone with information about this incident to please contact the RCMP.

We would like to remind students that this is a rare incident and they should feel no worries about returning to campus. We also ask that students continually check the UFV website for information on closures and any information relevant to day to day life at UFV.

(Name)

(Email)

(Position)

University of the Fraser Valley

Day After Incident

To the students of UFV,

As you are likely aware on (insert date here) a shooter(s) disrupted our normally peaceful campus. We know that this may have shaken your confidence and feeling of safety at UFV. However, we ask this not affect your continued attendance at UFV as we here strive to keep UFV as safe as possible. We are asking anyone with any information about the shooting to please contact the RCMP.

If you require counselling please contact the counselling office at 604-854-4528 for the Abbotsford Office located in B214, or 604-795-2808 for the Chilliwack Office at the CEP Building

in A1318. If your needs are more urgent, contact 604-951-8855 or toll-free at 1-877-820-7444 for the regional crisis line.

Keep looking at the UFV site and your emails for further updates on closures and any other updates relevant to this event. Please feel free to email instructors if you have any specific questions about assignments or classes if they have not sent an email to you already.

(Name)

(Email)

(Position)

University of the Fraser Valley

Sent to Staff and Faculty

Day of Incident

Dear Staff,

We are confirming that shots have been fired at the Abbotsford Campus, and we are asking everyone who is not on the emergency response team, on any of UFV's other campuses to please return home. Anyone who is still at home please stay there.

Please email your students to clarify on any assignments or classes within the next twenty four hours. We are closing all campuses for the remainder of the day, but expect the Abbotsford campus to be closed for a few days more, and make plans accordingly.

Once the campus is reopened, please contact room bookings to reschedule any meetings. There will be additional staff on hand to handle the increase in demand.

We are asking anyone with any relevant information to please contact the RCMP.

(Name)

(Email)

(Position)

University of the Fraser Valley

Day After Incident

Dear Staff,

As you are likely aware on (insert date here) a shooter(s) disrupted our normally peaceful campus. We know that this may have shaken your confidence and feeling of safety at UFV. However, we ask that this not affect your continued attendance at UFV while we continuously strive to keep UFV as safe as possible. We are asking anyone with any information about the shooting to please contact the RCMP.

If you require counselling, please contact the counselling office at 604-854-4528 for the Abbotsford Office located in B214, or 604-795-2808 for the Chilliwack Office at the CEP Building in A1318. If your needs are more urgent, contact 604-951-8855 or toll-free at 1-877-820-7444 for the regional crisis line.

Keep looking at the UFV website and your emails for further updates on closures and any other updates relevant to this event. For faculty, please keep students updated on affected assignments and classes.

(Name)

(Email)

(Position)

University of the Fraser Valley

News Release:

The University of the Fraser Valley is confirming that on (Insert Date of Incident), shots were fired on the Abbotsford campus. The suspect(s) is/are apprehended/killed/still at large. Our deepest condolences are with the families of the victims and we ask that the media and public be respectful of their privacy during this difficult time.

Our Abbotsford Campus will remain closed until the investigation is complete, but all other campuses will reopen on (insert re-opening date here).

UFV stands by its promise of providing a safe campus for our students and staff and we will be looking into any further improvements we can make to improve the safety of everyone who enters our campuses. We ask that no student, staff member or family be worried about coming back when the time comes.

UFV would like to thank the RCMP, our security team, and all other emergency personnel for their fast and excellent response to our situation. We ask that anyone with relevant information to the ongoing investigation, please contact the Abbotsford Police Department.

For any general inquiries please contact UFV information at 604-504-7441 or info@ufv.ca.

For media inquiries, please contact our Director of Communications, David Pinton at 604-702-2606 or david.pinton@ufv.ca.

Appendix B - List of Media Contacts

Abbotsford Police Department
Cst. Ian MacDonald and Cst. Paul Walker
604-859-5225
imacdonald@abbypd.ca

City of Abbotsford
Emergency Program Office (Public Safety)
604-853-3566
epo@abbotsford.ca

Television

Global BC TV (Shaw)
604-422-6494
tips@GlobalTVBC.com

CTV BC (Bell)
604-609-6397 (News Desk)
bcassign@ctv.ca

CBC Vancouver
604-662-6801
cbcnewsvancouver@cbc.ca

Print

Abbotsford News (BlackPress)
Andrew Holota - Editor
604-851-4522
newsroom@abbynews.com

Mission City Record (BlackPress)
Kevin Mills - Editor
604-820-5458
kevin.mills@missioncityrecord.com

Chilliwack Progress (BlackPress)

Greg Knill - Editor
604-702-5570
editor@theprogress.com

Chilliwack Times (BlackPress)
Ken Goudswaard - Editor
604-792-9117
editorial@chilliwacktimes.com

UFV Cascade
Valerie Franklin - Interim EIC
604-854-4529
valerie@ufvcascade.ca

Vancouver Sun (Postmedia)
Harold Munro - EIC
604-605-2985
hmunro@vancouver.sun.com

The Province (Postmedia)
Wayne Moriarty - EIC
604-605-2968
wmoriarty@theprovince.com

Radio/Online News

CIVL Radio
Aaron Levy - Station Manager
604-851-6306
aaron@civl.ca

CKNW AM 980 (Corus Radio)
Terry Schintz - News Director
604-280-9898 or 604-331-2711 (Main Switchboard)

News 1130 (Rogers)
Treena Wood - News Director
604-877-4400
treena.wood@news1130.rogers.com

The Tye (Online Canadian Independent News Source)
Robyn Smith - Acting EIC
604-689-7409

rsmith@thetyee.ca

Appendix C - Shelter in Place Procedures

Taken from UFV's Emergency Management webpage:

UNIVERSITY OF THE FRASER VALLEY SHELTER-IN-PLACE PROCEDURES

Shelter-in-place, in a building or group of buildings, is an emergency procedure intended to secure and protect occupants who are in the proximity of an immediate threat. This procedure is used when it may be more dangerous to evacuate a building than stay inside. By controlling entry/exit and movement within a facility, emergency personnel are better able to contain and handle any threats.

It is essential for the safety of occupants and emergency responders that individuals comply with instructions provided by emergency personnel at all times.

Notification:

A notification to occupants to shelter-in-place may be sent by Security, emergency personnel, or from the emergency notification system. Individuals may receive notification to shelter-in-place through various means.

Upon Notification to Shelter-In-Place:

- If you are in a classroom, room or office, stay there, secure the door and windows and await further instructions (or an escort from emergency personnel).
- If the door does not lock, barricade the door with tables and chairs.
- If you are in a corridor, go into the closest office not already secured and lock or barricade the door and windows.
- Close curtains or blinds where possible.
- Stay away from windows and doors.
- Stay low and quiet.
- Cell phones should be put on silent. Do NOT make non-essential calls.
- Follow instructions from emergency personnel only.
- While sheltering-in-place, if the fire alarm is activated, remain where you are and await further instructions from emergency personnel.

- If possible, monitor www.ufv.ca for updates. Media reports may be unreliable.
- For their own safety, emergency personnel must initially consider all individuals as potential threats. It is important to follow instructions from police at all times to avoid harm and ensure the best possible response.

Actions to Avoid:

- Do NOT open the door once it has been secured until you are officially advised “all clear” or are certain it is emergency response personnel at the door.
- Do NOT use or hide in washrooms.
- Do NOT travel down long corridors.
- Do NOT assemble in large open areas (e.g. cafeterias).
- Do NOT call 911 unless you have immediate concern for your safety, the safety of others, or feel you have critical information that will assist emergency personnel in the response.

Following the Shelter-In-Place:

- Cooperate with emergency personnel to assist in an orderly evacuation.
- Proceed to the designated assembly area if advised.
- The police may require individuals to remain available for questioning following the shelter-in-place.
- University staff may be present as you exit the building to provide additional information.

Appendix D - Policies and Procedures (Post-Incident)

School Closures

Some closures will be required by police to allow a proper investigation.

Day Of Incident

Close all campuses as soon as there is knowledge of an active shooter situation. Campuses will remain closed for the day.

Day After Incident

Keep all campuses closed. The affected campus(es) will need to remain closed to allow for a proper police investigation.

Following Days

Keep affected campuses closed until police have finished their investigation and proper clean-up/repair is done. Open all other campuses. Human Resources will need to start looking for qualified people to fill in for instructors that may have been injured or killed in the incident.

Rescheduling Exams

If an active shooter comes on campus during exam time, exams will have to be rescheduled at a later date and time. The Vice President, Academic will make the decision to extend the exam period and his/her team will actively work to reschedule all remaining exams. Instructors will be given the opportunity to provide alternatives for their students, and the deadline for submitting grades may be extended by the VP, Academic and their office.

What if the instructor of an exam has been hurt or killed?

1. Find out if their exam is accessible and complete.
2. If it is incomplete or non-accessible, find out if they handed out any sort of outline to their students.
3. If another instructor has taught the class, see if they can create an exam based on the course outline or if they would be willing to recycle one of their exams.
4. See if the instructor has taught the class before and adjust a previous exam to what was covered in the course.
5. Last resort should be to cancel the exam outright.

Counselling

In most cases, setting up counselling for students and staff will be required. Depending on the scope of the incident, outside counsellors may be needed. These counsellors should be trained in dealing with grief and/or traumatic events. Staff and students can set up appointments through Student Services and drop in appointments

will also be available during the weeks following a traumatic event such as a shooting on campus.

If trauma for many students seems severe, the counselling department will consider bringing in a psychiatrist at least twice a week.

Memorials

Location

The location of a memorial will be placed somewhere on campus where lots of students and staff mill through, but is not directly near where the incident occurred. The space also needs to be of an adequate size as to fit the memorial and not be an obstacle.

Some places to consider may be:

- The foyer in front of the library
 - May have to worry about wind and debris from outside
- The open area on the first floor of the Student Union Building
- Alumni Hall
 - May be an obstacle near registration or fee paying times

Building the Memorial

The memorial should be of a noticeable size, but not be so big that it may be difficult to operate around. All elements of the memorial should be easy to deal with and maintain, not something that requires a lot of up keep. UFV will provide a table with a tablecloth, photos of those killed, and either a few battery-operated candles or a couple vases with fresh flowers. Students will most likely build on it as the days and weeks pass.

Remembering that this will likely be placed in a relatively active place, possible hazards to avoid are:

- Long draping fabrics (tripping hazard)
- Candles (fire hazard)
- Do not mix electricity (lights) and water (vases of flowers)

It will be important to keep the memorial respectful and remove anything negative that other people may have placed, whether it be disrespectful to the victims or the shooter. A memorial is designed to be a place for peace and remembrance, not one of anger. If there are any people in hospital due to the incident, UFV will consider having a collection box at the memorial site to allow people to make donations to help with medical or living costs.

Holding A Memorial Service

There may be some consideration as to whether or not to do a memorial service or event at the school. If it is decided to hold a memorial service, it should be at least a week after the incident, but no longer than two weeks after. This will allow time to

organize speakers (family/friends of victims, school administration etc.), music, refreshments, and to find volunteers to help set up the event.

The ceremony itself will be simple and focus on the victims and the lives they lived. Any memorial service held on campus will be open to the public so those who would like to give their condolences to the family(s) and/or show their respect to the victim(s) are given the opportunity to do so.

Maintaining the Memorial

The facilities department will be responsible for maintaining the memorial. They will clean up any dead leaves and flowers, as well as dust any picture frames, etc. Facilities will also ensure that the area around the memorial stays clean and tidy, as there is likely to be an increase in traffic to the area.

How Long Should the Memorial Stay Up?

A memorial will stay in place until the remainder of the semester, depending on how close the school is to the semester's end. The decision to remove the memorial will be made by the Vice President, Students. A permanent memorial such as a plaque, garden or bench should be installed or rededicated on campus sometime within 18 months of the shooting.

Students/Staff in Hospital

It is the responsibility of UFV to ensure the following for any students or staff who have been injured and are in hospital:

- Make sure patients are not hounded by the media. Constant media attention and questions will likely only make the trauma worse.
- There is a chance of a lawsuit, so make sure they always feel respected and that they have their privacy.
- Consider holding a fundraiser to help with medical and living expenses.

Lawsuits

Lawsuits are a possibility in this type of incident, for a variety of reasons including safety concerns and harassment. The best way to prevent a lawsuit is to remain respectful of all parties involved. If a lawsuit is filed, UFV's legal team will handle it, as well as all media inquiries related to it.

Appendix E - Communications Risk Assessment

In the case of any police incident, communication is essential for the safety and security of everyone in the vicinity. As such, there needs to be immediate forms of communication in order to alert potential victims of danger. The following is a few suggestions to alert students, staff, and visitors on campus if there was a school shooting at UFV.

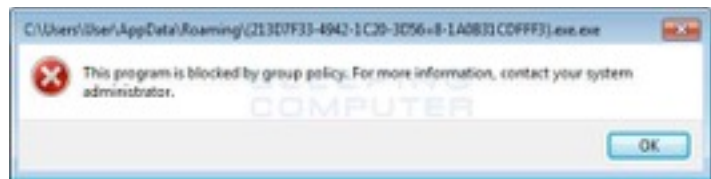
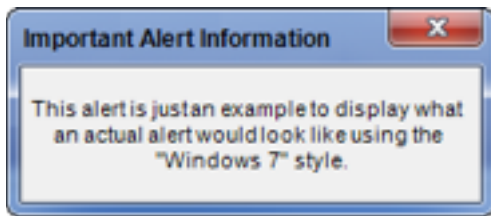
First, UFV lacks a public address system. Not only is a PA system an immediate form of communication, it allows everyone within the university to hear what is being broadcast. It can be argued that UFV already has CIVL radio, which acts as a PA system, however, in general there are no areas on campus that air CIVL live. In addition, not enough of the student base listens to the station to make it a primary alert system in the event of an active police incident. For this reason it is essential that UFV look into creating a PA system that connects each classroom and common area to either the dean's office or to campus security for announcements.

UFV PA System	
PROS	CONS
Ability to alert most of the population on campus	Person of interest able to overhear message
Ability to utilize system for any announcements	Messages may need to be coded
Delivery of information is instantaneous	Level of education required to understand coded messages
Method of communication is not intrusive	Useless in cases of power outage

The second method of communication is to use a generic pop-up message on the screens of the UFV network computers. Either the Dean, police, or campus security could have the ability to activate an alert that would display, and require user action, on UFV computers. These pop-ups would display on all UFV network computers, and consequently, on projectors in use during classes. This form of emergency

communication is beneficial because nearly every classroom on campus has a computer terminal connected to the internal network. In addition, most active classes use a projector which is connected to these computers. These pop-up messages could

require action to continue use of the computer. For example, the action of clicking “yes”, “OK”, “continue”, or “X” before function of computer is restored. A possible format for this alert could look as follows:



UFV Computer Pop-Up Messages

PROS	CONS
Ability to broadcast alert discreetly	Not all classrooms or professors utilize computers and projectors
No need for coding	Students who are not in class or on computers do not have access to information
Possibility of providing instructions on what to do during campus emergency	Person of interest may oversee messages if in location where it is broadcast
Alert could be created by authorities while not being actually on campus	Useless during power outage or network errors

The third suggestion is to utilize UFV Alert to broadcast instant messaging to students and staff. UFV Alert only provides information to subscribers and has the possibility to provide instructions on what to do during an emergency.



These alerts are a similar idea to the pop-up windows in the previous suggestion and have similar benefits.

UFV Alert	
PROS	CONS
Ability to broadcast alert discreetly	Not all students or staff have subscribed
Can be used during power outages	UFV Alert broadcasts many types of alerts leading to desensitization or ignoring of alerts
Possibility of providing instructions on what to do during campus emergency	Professors discourage students from using personal devices during class
Inexpensive form of communication	Person of interest may be subscribed to UFV Alert

Finally, the last suggestion for crisis communication during a police incident at UFV is to use CIVL radio. CIVL offers immediate information. The radio station also broadcasts all over campus and in the Abbotsford area. However, not many students listen to the station and there are almost no locations on campus that air the station.



CIVL Radio	
PROS	CONS

Ability to utilize system for any announcements	Person of interest able to overhear message
Delivery of information is instantaneous	Messages may need to be coded
Method of communication is not intrusive	almost no locations on campus that air the station
Possibility of providing instructions on what to do during campus emergency	Station is hard to pick up at other UFV campuses - such as Chilliwack campus

Appendix F - Characteristics of an Active Shooter

Taken from Clark University's Active Shooter Emergency Plan:

The following is a list of characteristics commonly associated with active shooter suspects. The list is compiled from descriptions of past active shooters and is not meant to be a comprehensive list describing all active shooters.

- Active shooters usually focus on assaulting persons with whom they come into contact.

Their intention to cause bodily harm is usually an expression of hatred or rage rather than the commission of a crime.

- An active shooter is likely to engage more than one target. Active shooters may be intent on killing a number of people as quickly as possible.
- Generally the first indication of the presence of an active shooter is when he or she begins to assault victims.
- Active shooters often go to locations where potential victims are close at hand, such as classrooms, libraries, dining halls and gymnasiums.
- Tactics such as containment and negotiation, normally associated with stand-off incidents may not be adequate in active shooter events. Active shooters typically continue their attack despite the arrival of emergency responders.
- Active shooters are often better armed than the police, sometimes making use of explosives, booby traps, and body armor. Active shooters are not limited to the use of firearms in accomplishing their attacks on victims. They may use bladed weapons, or any tool that, in the circumstance in which it is used, constitutes deadly physical force.
- Active shooters may have a planned attack and be prepared for a sustained confrontation with the police. Historically, active shooters have not attempted to hide their identity or conceal the commission of their attacks. Escape from the police is usually not a priority of the active shooter.
- Active shooters may employ some type of diversion, such as smoke bombs or set off fire alarms.

- Active shooters may be indiscriminate in their violence or they may seek specific victims.
- Active shooters may be suicidal, deciding to die in the course of their actions either at the hand of others or by a self-inflicted wound.
- Active shooters usually have some degree of familiarity with the building or location they choose to occupy.
- Active shooter events or an active shooter may go inactive by going to a barricaded status with access to victims.

Resources

https://www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf

<https://www.clarku.edu/offices/business/emergency/docs/ClarkUniversityActiveShooterProtocol.pdf>

University of the Fraser Valley. <https://www.ufv.ca/emergencymanagement/shelter-in-place/>

https://myclass.ufv.ca/bbcswebdav/pid-333823-dt-content-rid-1735948_1/courses/XLS99201509/Emergency-Communications-Plan-June10-2013.pdf