

# Active Threat/Active Shooter Plan (Revised: July 2026)

## 1. Executive Summary

Utah Valley University (UVU) is committed to providing a safe and secure environment for all students, faculty, staff, and visitors. Recognizing that the threat landscape in higher education has evolved significantly, this document establishes a standardized, flexible, and evidence-based operational framework for mitigating, preparing for, responding to, and recovering from an active threat or violent intruder incident on campus.

This plan adopts the **Avoid, Deny, Defend, Aid (ADDA)** framework, aligning university procedures with the latest standards set by the Cybersecurity and Infrastructure Security Agency (CISA), the Federal Bureau of Investigation (FBI), and the Federal Emergency Management Agency (FEMA).

Crucially, this plan addresses the entire lifecycle of an incident, placing emphasis on proactive behavioral intervention, coordinated law enforcement, medical response, and comprehensive, long-term psychological and operational recovery strategies designed to support the campus community through the weeks, months, and years following a crisis.

## 2. Purpose, Scope, and Assumptions

### 2.1 Purpose

This plan provides actionable, scalable, and standardized guidance to protect life and ensure organized coordination before, during, and after an active threat or violent intruder incident at Utah Valley University.

### 2.2 Scope

This plan applies to all students, faculty, staff, contractors, and visitors across all UVU-owned, leased, or operated properties, including the Main Orem Campus, West Campus, satellite campuses, and off-campus instructional sites. It defines institutional roles and integrates university operations seamlessly with local, state, and federal emergency services.

### 2.3 Situation and Planning Assumptions

- **Speed and Unpredictability:** Active threat incidents occur without warning, escalate rapidly, and are typically resolved within 8 to 10 minutes—often before the arrival of professional first responders.

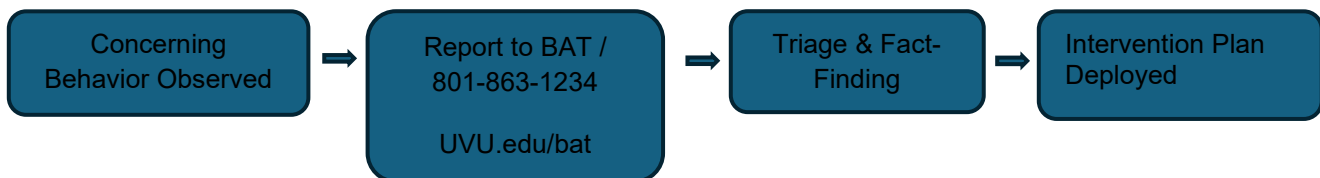
- **Weapon Variation:** While firearms remain the primary mechanism, a threatening person may utilize edged weapons, vehicles, explosives, or blunt objects.
- **Dynamic Chaos:** Initial information streaming from the scene will likely be fragmented, conflicting, and hyper-amplified by social media.
- **Unified Command Requirement:** A successful resolution demands immediate tactical integration between UVU Police and external mutual aid partners, alongside a concurrent integration of Fire/EMS resources.
- **Extended Impact:** The physical, psychological, and operational recovery from a campus shooting lasts for months or years.

### 3. Prevention, Preparedness, and Threat Assessment

#### 3.1 Behavioral Assessment Team (BAT)

The frontline of defense against targeted campus violence is early identification and intervention. UVU utilizes an interdisciplinary Behavioral Assessment Team (BAT) to conduct behavioral-based, operational risk evaluations of individuals exhibiting concerning, disruptive, or threatening behavior.

Flowchart of BAT process.



#### Indicators of Potential Targeted Violence

Personnel should remain vigilant for, and report, patterns of "leakage" or behavior indicating a pathway to violence, including:

- Expressing a sudden fascination with mass shootings or prior attackers.
- Clear expressions of targeted threats, vague warnings, or online "leakage" of violent intent.
- Fixation on a perceived grievance or unresolvable conflict with an individual or the institution.
- Sudden, unexplained acquisition of weapons, ammunition, or tactical gear inconsistent with typical behavior.
- Significant, noticeable deterioration in personal hygiene, performance, or emotional regulation, combined with explicit paranoia or dark themes in academic work.

## Reporting Mechanisms and Referral Channels

- **Imminent Threat:** Call **911** (City Dispatch) or **801-863-5555** (UVU Police Dispatch).
- **Concerning/Non-Imminent Behavior:** Contact the Dean of Students at **801-863-8681**, submit an online referral at [www.uvu.edu/bat](http://www.uvu.edu/bat) or leave a tip via the anonymous line at **801-863-1234**.

## 3.2 Training, Drills, and Exercises

Training will be maintained through a structured, tiered exercise schedule:

- **Annual Training:** Required training through People & Culture through an online module/video.
- **Tabletop Exercises:** Scenario-based walkthroughs involving the Executive Policy Group, EOC staff, Academic Deans, and Student Affairs leaders.
- **Functional/Full-Scale Exercises (Every 2–3 Years):** High-fidelity drills executed in coordination with the Orem Police Department, Provo Police, Utah County Sheriff's Office, local Fire/EMS, and area hospitals to validate tactical integration, triage, and Rescue Task Force operations.
- **Optional training:** Upon request the department of Emergency Management can conduct face-to-face training that is department or area specific.

## 4. Roles, Responsibilities, and Command Structure

### 4.1 Incident Command System (ICS) and Unified Command

UVU operates under the National Incident Management System (NIMS) framework. Initial tactical operations are directed by the on-scene **Incident Commander (IC)** from UVU Police.

As mutual aid resources arrive, a **Unified Command (UC)** structure will form among responding law enforcement agencies, local Fire departments, and Emergency Medical Services (EMS). The UC dictates tactical priorities: neutralizing the threat, establishing perimeters, and deploying medical assets.

### 4.2 Emergency Operations Center (EOC) and Executive Policy Group

Concurrently, the UVU **Emergency Operations Center (EOC)** and **Executive Policy Group** will activate at a designated, secure site.

- **The Executive Policy Group** (President, Vice Presidents, General Counsel) focuses on strategic, high-level institutional decisions, including emergency declarations, long-term campus closures, and executive policy creation.

- **The EOC** serves as the logistical and coordination hub, supporting the on-scene Unified Command. They will organize campus communication, coordinating with local and state agencies, plan for family reunification and mental health services and other actions as needed.

## 5. Notifications and Emergency Communications

During an active threat incident, UVU will push immediate, clear, actionable warnings using a multi-layered, redundant notification system.

### 5.1 Communication Protocols

- **Redundancy:** Updates will be broadcast simultaneously across all channels to maximize reach.
- **Dynamic Expectations:** Initial messages may contain shifting details. Campus community must expect changing directives as the situation updates and must **always follow the newest official instruction.**

### 5.2 Dissemination Channels

- **Mass Text Notification:** Dispatched via an automated opt-out emergency system using enrolled mobile numbers.
- **Overhead Public Announcement (PA):** Audibly broadcast throughout campus hallways, common spaces, and outdoor areas.
- **Alertus System:** Instantly overrides and displays emergency warning screens on hallway digital monitors, and network-connected campus computers.
- **Primary Web Status:** The repository for ongoing, verified situation updates is maintained at [www.uvu.edu/alert](http://www.uvu.edu/alert). Communication will regularly point to this site.

## 6. Individual Response Guidance: Avoid • Deny • Defend • Aid (ADDA)

The legacy framework of *Run, Hide, Fight* is replaced by **Avoid, Deny, Defend, Aid (ADDA)**. ADDA demands **continuous decision-making** and active environmental assessment. Individuals must fluidly transition between these options based on the changing geography of the threat.

▼  
Can you safely escape the area?  
——▶ YES ——▶ **AVOID** ——▶ Call 911 when safe.

└──▶ NO



Can you lock or barricade your location?  
——▶ YES ——▶ **DENY** ——▶ Silence phones, lock doors, stay out of sight.

└──▶ NO



Is the assailant breaching your position?  
├──▶ YES ——▶ **DEFEND** ——▶ Act decisively to defend yourself.  
└──▶ NO ——▶ Stay concealed.



ONCE REASONABLY SAFE: **AID**  
Apply tourniquets, pack wounds, control bleeding. Bleeding control kits are in all AED cabinets.

## 6.1 Avoid

If a safe, unobstructed path exists, your primary imperative is to immediately remove yourself from the danger zone.

- **Assess and Move:** Visually scan for an escape route away from the sound of gunfire or violence. Do not hesitate.
- **Abandon Belongings:** Leave backpacks, laptops, and personal gear behind.
- **Empty and Visible Hands:** Keep your hands entirely empty, open, and elevated, especially when moving past responding police officers.
- **Evacuation Control:** Encourage others to flee with you, but do not allow their hesitation to stall your departure. Move well clear of the affected facility into a secure, distant outdoor zone.

## 6.2 Deny

If escape paths are blocked, compromised, or unknown, immediately create a secure physical barrier between yourself and the threat.

- **Secure the Entry:** Lock the room door immediately. If the door opens inward and lacks a functional lock, drive a high-density door wedge firmly underneath or construct a heavy barricade using desks, filing cabinets, and podiums.
- **Concealment and Cover:** Turn off all lights, close window blinds, and cover interior door panes, if possible. Move out of the direct line of sight from the doorway.
- **Absolute Silence:** Mute all cellular devices, laptops, and media players. Silence vibrations entirely. Do not whisper.
- **Maintain the Barrier:** Do not open the door under any circumstances for unfamiliar voices claiming to be law enforcement. Police forces possess Master Keys and specialized breaching equipment; they will enter on their own authority once the space is cleared.

## 6.3 Defend

As an absolute last resort, when your life is in imminent danger and escape or containment has failed, you must act with maximum aggression to stop the threat.

- **Total Commitment:** Ambiguity is fatal. Commit completely to your physical defensive actions.
- **Improvised Weapons:** Weaponize any available heavy or sharp object: fire extinguishers, heavy metal chairs, computer monitors, scissors, desk tools, or heavy belts.
- **Swarm Tactics:** If grouped with others, coordinate a simultaneous attack to surprise, overwhelm, throw off balance, and pin down the threat. Focus on stripping away control of their weapon.
- **Decisive Force:** Continue defensive pressure with maximum force until the assailant is completely incapacitated and no longer a threat.

## 6.4 Aid

Once your immediate area is stabilized and you are reasonably secure from danger, transition immediately to saving lives by administering critical trauma care to the injured.

- **Stop the Bleed:** Prioritize severe, life-threatening extremity hemorrhaging. Utilize the campus-wide **Bleeding Control** kits. Found in AED cabinets.
- **Tourniquets:** Apply commercial tourniquets high and tight on bleeding limbs, or construct improvised tourniquets using strong fabric, belts, or windlasses.
- **Direct Pressure & Packing:** For torso or joint wounds where tourniquets cannot be used, tightly pack wounds with gauze and hold continuous, heavy direct pressure.

- **Airway Management:** Position unconscious, breathing individuals on their side, to keep their airway clear.

## 7. Guidance for Specific Campus Environments

### 7.1 Classrooms and Lecture Halls

- **Faculty Leadership:** Faculty must take immediate charge of the classroom space, ordering the locking/barricading of doors, directing students to drop low below the sightline of windows, and selecting potential improvised weapons near the entrance.
- **Auditoriums:** If an attack occurs outside a large lecture hall, immediately exit via rear or side emergency exits get out of the building. If the attacker enters the hall, scatter immediately to break clear lines of sight, seek cover under tiered seating, or prepare to defend collectively.

### 7.2 Administrative and Private Offices

- **Barricade Priority:** Close, lock, and heavily barricade office suite entryways. Individual employees should retreat into interior offices or storage closets, locking subsequent doors behind them.
- **Communication:** A single individual inside the barricaded area should discreetly contact 911 or UVU Police Dispatch, providing building name, floor number, exact room number, and headcount.

### 7.3 Laboratories

- **Hazard Mitigation:** If safe to do so before denying access, immediately hit emergency shutoff valves for natural gas, open chemical lines, and high-voltage apparatus to prevent secondary explosions or toxic plumes.
- **Secondary Hazards:** Be mindful that laboratory countertops may provide sturdy ballistic cover, but shelves housing glass chemical containers present dangerous fragmentation hazards.

### 7.4 Public Gathering and Outdoor Spaces

- **Recognize Cover vs. Concealment:** Understand the life-saving distinction when taking evasive actions:
  - **Concealment:** Merely hides you from the attacker's sight (e.g., drywall, shrubs, privacy fences, plastic desks). *Bullets can easily penetrate concealment.*
  - **Cover:** Physically stops incoming ballistic rounds (e.g., solid concrete pillars, structural brick walls, large mature tree trunks, steel building columns, heavy engine blocks of vehicles).

- **Dispersal:** In open spaces like the Student Center quad or outdoor common areas, run for structural cover as you flee toward peripheral safety zones.

## 8. Law Enforcement Response and Rescue Task Force Operations

### 8.1 Tactical Priorities

The primary, unwavering mission of the initial responding law enforcement officers is to **locate, confront, and stop the threat.**

- **No Medical Stops:** The initial contact teams will bypass injured persons, asking for assistance, and secondary hazards. They will not stop to offer first aid until the active threat is eliminated.
- **Public Behavior:** Evacuating personnel must understand that tactical officers will advance with drawn weapons. Individuals must keep hands elevated, fingers spread and avoid any sudden movements toward officers. Do not reach out to touch officers or stop them to ask for directions.

### 8.2 Rescue Task Force (RTF) Integration

To bridge the gap between police stopping the threat and EMS entry, most police who have deployed to the scene will use the **Rescue Task Force (RTF)** model.

- Once an area is transitioned from a "Hot Zone" (active threat) to a "Warm Zone" (threat mitigated or contained but area not fully cleared), integrated teams of protected Fire/EMS personnel escorted by armed police details will enter the area.
- The RTF's explicit purpose is to rapidly triage, treat severe hemorrhages via Stop the Bleed protocols, and quickly extricate critical casualties to Casual Collection Points (CCPs) for transport to regional trauma centers.

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## 9. Staging, Mobilization, and Incident Logistics

Coordinated logistics during a mass casualty event are critical to managing chaos and securing evidence.

### 9.1 Emergency Medical Support Staging

Unified Command will designate a secure, cold-zone staging area for incoming ambulances, air-medevac coordinates, and field triage operations. This area will feed directly from the Casual Collection Points established at the perimeter of the target structures.

## 9.2 Family Assistance Center (FAC) and Reunification

The EOC will activate a designated Family Assistance Center (FAC) at a secure location completely isolated from the primary incident scene and media staging zones.

- **Reunification Management:** The FAC will serve as the controlled hub for tracking evacuated students, cross-referencing hospital admission manifests, providing professional psychological triage, and facilitating the private reunification of families.
- **Notification Controls:** Formal notifications regarding fatalities will be delivered exclusively by law enforcement. UVU may follow up with families and individuals in the coming days but will NOT deliver news of fatalities.

## 9.3 Crime Scene and Witness Interview Staging

The entire perimeter of the affected area will be locked down as a federal/state crime scene. The UVU Police/IC/Law Enforcement in charge will establish a private Witness Interview Staging Area.

- Witnesses will be provided with water, climate control, and writing materials to document immediate observations.
- Mental health counselors will be present in this staging zone to manage acute shock and early trauma. Witnesses will be isolated from media entities to preserve the integrity of the investigation.

# 10. Comprehensive Post-Incident Recovery Operations

Sustained recovery operations dictate the long-term resilience of the university community. UVU categorizes recovery into distinct operational timelines.

## 10.1 Psychological Recovery and Mental Health Support

- **Immediate (Days 1–7):** Deploy Psychological First Aid (PFA) teams across the campus network, FAC, and witness hubs. Establish a 24/7 dedicated behavioral health crisis hotline.
- **Intermediate (Weeks 2–4):** Implement open-ended, specialized drop-in counseling centers for students through Student Health Services and for employees via the Employee Assistance Program (EAP).
- **Long-Term (Months to Years):** Provide continuous, specialized trauma-informed care focusing on Post-Traumatic Stress Disorder (PTSD) monitoring, targeting highly exposed groups (witnesses, roommates, faculty and staff present during the breach).

## 10.2 Academic and Employee Accommodations

- **Academic Flexibility:** The Office of the Provost will issue emergency guidelines establishing adaptive grading frameworks (e.g., Pass/Fail options, extended incomplete timelines) and flexible class attendance exemptions for affected students.
- **Return-to-Work/Class Protocols:** Create a structured, phased reentry plan for returning to occupational duties and academic schedules. Avoid forcing sudden re-entry into affected environments; offer remote learning and alternative workspaces where feasible.
- **Mutual Aid Relief:** To prevent employee burnout and operational fatigue among internal Emergency Management, Mental Health, and Facilities staff, UVU may invoke preexisting Memorandums of Agreement (MOAs) with peer institutions within the Utah System of Higher Education (USHE) to bring in temporary, qualified personnel for respite shifts.

### 10.3 Structural and Memorial Considerations

- **Crime Scene Reoccupation:** Physical spaces subject to violence will undergo comprehensive biohazard restoration, structural remodeling, and aesthetic alterations prior to any reoccupation to minimize environmental trauma triggers.
- **Anniversary and Memorial Planning:** The President's Council, will oversee or assist with the careful design of permanent physical memorials and plan institutional observations for annual anniversaries, ensuring a supportive, non-retraumatizing environment.

## 11. Post-Incident Review and After-Action Process

To capture critical institutional knowledge and correct operational vulnerabilities, UVU will conduct a formal review process immediately following any **full-scale exercise**.

### 11.1 Debriefings

- **Hot Wash:** Conduct an immediate operational debriefing after the exercise ended to capture perishable technical details.
- **Agency Debriefs:** Facilitate structured debriefings after the exercise with all responders (i.e., Orem PD, EMS, State Fire, FBI).
- **Real Incident:** Depending on the situation, debriefings may not be conducted by the university, but rather an external third party group.

### 11.2 After-Action Report / Improvement Plan (AAR/IP)

Under the guidance of UVU Emergency Management, a formal After-Action Report and Improvement Plan (AAR/IP) will be published within 90 days of the exercise. This document will comprehensively compile:

- A chronological timeline of the incident.
- Analysis of response capabilities, communication tools, and command efficacy.
- Identification of tactical or policy gaps, alongside **Improvement Plans** assigned to specific university departments with accountable milestones.

The resulting AAR/IP will be delivered directly to the V.P. of administration and strategic relations, who may share with President’s Council.

## Appendices: Operational Checklists & Quick Guides

### Appendix A: Faculty/Staff Quick Guide

#### CRITICAL ACTION CHECKLIST FOR FACULTY IN THE CLASSROOM

- [ ] **ASSESS:** Listen for direction of danger. Do not open the door to investigate the hallway.
- [ ] **AVOID:** If an exit path is clear and leading directly out of the building, order students to evacuate immediately. Keep hands visible.
- [ ] **DENY:** If exit is unsafe, lock the classroom door. Forcefully jam a door wedge underneath. Barricade the entry with the instructor podium and heavy desks.
- [ ] **DEFEND:** Arm yourself and willing students with fire extinguishers or heavy objects. Position yourself to ambush the intruder if the door barrier fails.
- [ ] **AID:** Once the threat moves away or is stopped, immediately administer tourniquets and pressure dressings to injured students using a Bleeding Control Kit, found in AED cabinets.

### Appendix B: Sample Emergency Messages

Trigger Event	Broadcast Text Template	Dissemination Channels
<b>Initial Threat Confirmed</b>	"UVU ALERT: LOCKDOWN. Active Threat reported at [Building/Location]. Avoid the area. If in the vicinity, AVOID, DENY, DEFEND. Follow official police instructions."	SMS, PA System, Alertus, App Push
<b>Situation Ongoing / Update</b>	"UVU ALERT UPDATE: Police are clearing [Building/Location]. The threat remains uncontained. Continue to DENY access to your space. Silence devices. Updates at <a href="http://www.uvu.edu/alert">www.uvu.edu/alert</a> ."	SMS, Alertus, Web Status Page

<b>Trigger Event</b>	<b>Broadcast Text Template</b>	<b>Dissemination Channels</b>
<b>Evacuation Order</b>	"UVU ALERT UPDATE: EVAUATE [specific bld. or campus]. Evacuate immediately. Follow police directions. Keep hands empty and visible."	PA System, SMS, App Push
<b>All Clear / Resolution</b>	"UVU ALERT: ALL CLEAR. The active threat has been resolved by law enforcement. Campus remains closed."	