



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

SACHI A. HAMAI  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

December 4, 2015

To: All Department Heads

From: Sachi A. Hamai  
Chief Executive Officer

## ACTIVE SHOOTER

In response to the Active Shooter incident in the City of San Bernardino on December 2, 2015, the Board of Supervisors (BOS) requested a memo report from the Chief Executive Office (CEO) on the County's initiatives to prepare for, respond to, and recover from an Active Shooter incident (see attached BOS Active Shooter memo). The purpose of this Memo is to request your department's strict adherence to established security procedures, thorough participation in the ongoing initiatives, and your continued leadership to your employees in fostering a culture which promotes a safe and secure work environment at all times.

Although active shooter incidents are horrific in their nature, they remain a relatively rare occurrence. Unfortunately, according to a study of active shooter incidents recently completed by the FBI, the frequency of this rare type of incident is on the rise, with 10 percent of the studied events occurring in government facilities. With the heightened awareness created by the recent incident in San Bernardino, now is an opportune time to make a fresh assessment of your department's safety and security procedures. To assist you, the County has a variety of programs, tools, and resources at your disposal to address facility security, employee education and training, as well as mental health services (see attached Emergency Preparedness & Building Safety Guide and Threat Management Quick Guide).

## County Programs For Active Shooter Preparedness, Response, and Recovery

The Sheriff's Countywide Services Division coordinates physical security services at County facilities, provides online and in person facilitated training sessions, and conducts facility security assessments. The person to contact is:

**Chief James J. Hellmold**  
Los Angeles County Sheriff's Department  
Countywide Services Division  
211 West Temple Street  
Los Angeles, CA 90012  
Office: (213) 229-2101  
Fax: (323) 415-1736  
[jjhellmo@lasd.org](mailto:jjhellmo@lasd.org)

*"To Enrich Lives Through Effective And Caring Service"*

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Intra-County Correspondence Sent Electronically Only**

The Sheriff's Security Operations Unit manages the County Workplace Violence Program (WVP), and conducts training sessions, individualized for office environments and/or for employees who work in the field. The Unit manages the Security Incident Reporting (SIR) system ([SIR@lasd.org](mailto:SIR@lasd.org)) and conducts facility security assessments, in conjunction with the SIR program. The person to contact is:

***Adiel A.D. Vasquez***

Los Angeles County Sheriff's Department  
Security Operations Unit  
500 West Temple Street  
Los Angeles, CA 90012  
Office: (213) 974-2628  
Fax: (213) 613-0848  
[aivasque@lasd.org](mailto:aivasque@lasd.org)

The CEO-Office of Emergency Management coordinates the County's Department Emergency Coordinator, and Building Emergency Coordinator programs. These programs address overall emergency preparedness, and more specifically emergency procedures in facilities. OEM also offers emergency operations center and department operations center training, specifically designed to develop staff competency in crisis management. The person to contact is:

***Jeff L. Reeb, Director***

Chief Executive Office  
Office of Emergency Management  
Los Angeles County Emergency Operations Center  
1275 North Eastern Ave.  
Los Angeles, CA 90063  
Office: (323) 980-2261  
Cell: (213)-435-6291  
Satellite (OASIS): 916-912-4685 (Ext:6-1407)  
[jreeb@ceooem.lacounty.gov](mailto:jreeb@ceooem.lacounty.gov)

Other services are:

**Employee Assistance Program (EAP)**

The purpose of the EAP is to provide a system to assist management, supervisors, and employees to deal constructively with reduced job performance. The underlying principles of the program include recognition that problems of a personal nature, such as those involving family, grief, alcohol use, or social and general health, can adversely impact the job performance of otherwise productive employees (See Employee Assistance Program Brochure).

### **Psychological Services Unit (PSU)**

The PSU performs a range of responsibilities in the County workplace, and is professionally staffed by Licensed Psychologists. The PSU plays an important part in ensuring that the County workforce is comprised of healthy and capable employees. Furthermore, the PSU provides procedures for when objective observations would lead to the conclusion that the employee's actions, verbal or otherwise, are beyond acceptable behavior, up to and including an imminent threat (see attached Troubled Employee Source For Supervisors).

### **Conclusion**

Few challenges are as uncomfortable to address as an active shooter event, but now is the time to act on the awareness generated by recent events, and utilize the tools and resources available to adequately prepare for a similar event.

If you have any questions or need additional information, please contact Jeff Reeb at (323) 980-2260, or by email at [jreeb@ceoem.lacounty.gov](mailto:jreeb@ceoem.lacounty.gov).

SAH:JJ:TT  
JLR:cj

Attachments

c: Each Supervisor



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December 4, 2015

To: Supervisor Michael D. Antonovich, Mayor  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe

From: Sachi A. Hamai  
Chief Executive Officer

## ACTIVE SHOOTER

The tragic events in San Bernardino on December 2, 2015, highlight the risk to human life presented by an Active Shooter incident. The Federal Emergency Management Agency defines an Active Shooter as an individual actively engaged in killing or attempting to kill people in a confined and populated area. There is often no pattern or method to their selection of victims.

The County takes the safety and security of our employees and constituents very seriously, and has implemented a variety of policies, programs and procedures to minimize the risks associated with Active Shooters. Fostering a safe and secure environment requires a combination of physical measures and personal behaviors that work together to maximize security, while minimizing impacts to personal freedom and an efficient work environment.

## Preparedness Initiatives: Creating a Safe and Secure County Environment

The Sheriff's Countywide Services Division is working in collaboration with the Chief Executive Office (CEO), Office of Emergency Management (OEM), and others to strengthen safety and emergency preparedness at County facilities. This safety initiative includes a comprehensive effort to update building safety plans, evacuation procedures and conduct dedicated exercises at County facilities. These efforts include:

*"To Enrich Lives Through Effective And Caring Service"*

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- Working with the CEO and OEM to develop a safety and emergency preparedness training curriculum for use by all County departments.
- Implementing the “Emergency Preparedness and Building Safety” on-line training program for all County employees.
- Coordinating with the CEO and department heads to provide Active Shooter emergency preparedness and awareness training.
- Conducting ongoing facility security assessments with Department Emergency Coordinators (DEC) and Building Emergency Coordinators (BEC) to ensure best practices are continually updated, and to foster clear and consistent compliance with security protocols.
- Ensuring safety awareness and clarity for County employees and constituents to report criminal activity or suspicious behavior at County facilities, i.e. communication with supervision and/or Security Incident Reports.
- Providing high-visibility patrols at County facilities by canine detail.

As thorough as these preparations are, an Active Shooter incident is a life threatening event where individual actions are paramount to the outcome. To guide employees and the public in the appropriate actions, the Sheriff’s Department has produced two educational resources, the *Emergency Preparedness and Building Safety Guide* brochure (attached) and *Surviving an Active Shooter* video. These two resources have been distributed to every County department, and the video is available on You Tube:

<https://www.youtube.com/watch?v=DFQ-oxhdFjE&index=12&list=UUlrCXRurpUIzY7qt7AUJPSw>

### **Should an Active Shooter Incident Occur**

The Sheriff and Fire Departments have prepared for any occurrence by training and equipping personnel for this unique tactical environment. Numerous County facilities including the Hall of Administration and the Department of Public Works Headquarters, have hosted live action exercises. During these exercises, deputies and firefighters rehearsed their approach to an Active Shooter incident, which entails an aggressive engagement of the shooter(s) while simultaneously rescuing and treating patients.

Should an actual event occur, patients will be treated on the scene by firefighters, while the Department of Health Services implements its medical Trauma Surge plan, which includes 14 designated trauma centers throughout the County.

Once the incident begins to stabilize, the care of survivors becomes a priority. OEM, in conjunction with the Department of Mental Health, will implement the County's Family Assistance Center Plan, which provides for the family reunification, incident information, and mental health services for survivors and their families.

### **Returning To Normalcy After an Event**

Active Shooter incidents can evoke strong emotions, even in individuals that seem remote from the actual event. For those that are directly involved, it can be extremely disruptive and may cause prolonged psychological effects. To assist County employees, the County offers the Employee Assistance Program (EAP). In addition to providing counseling services, the EAP offers a variety of psychoeducational trainings, which are available to all County department employees and supervisors. For critical cases, the County's Psychological Services Unit provides additional clinical services to ensure healthy and productive County employees.

### **Conclusion**

The attached memorandum will remind all department heads of the appropriate procedures, training, and resources to prevent and respond to a major security threat. The CEO will work closely with the Sheriff and departments to ensure full preparation for such events.

The County has made significant investments to address the Active Shooter threat. Even so, no level of preparation can ensure everyone's safety. Therefore, it is important for all County staff to be constantly aware of their surroundings; to adhere religiously to all security protocols; and to remain vigilant for out of place actions or threatening behaviors, and to report them to appropriate parties.

If you have any questions or need additional information, please contact me, or your staff may contact Jeff L. Reeb, Director, Office of Emergency Management, at (323) 980-2261, or via email at [jreeb@ceooem.lacounty.gov](mailto:jreeb@ceooem.lacounty.gov).

SAH:JJ:JLR:lac

Attachment

c: Executive Office, Board of Supervisors  
County Counsel

- **ASK QUESTIONS:**

- Where is the bomb located?
- When is it set to explode?
- What kind of bomb is it and what does it look like?
- Did you place the bomb and if so, why? What is your name?

## SUSPICIOUS PACKAGE

- Immediately contact law enforcement.
- Do not come into contact with any powder or fluid that might have spilled.
- Evacuate the immediate area, close door and ensure no one enters.
- If possible, shut down the ventilation system.
- If chemicals are detected, stay up wind.
- Turn off two-way radios.
- Wash hands with soap and warm water and rinse.
- Do not clean up suspicious powders or other residue.
- Remove contaminated clothing as soon as possible place in plastic bag or sealed container.
- Create list of all people who may have been affected

## EARTHQUAKE

- Stay Calm.
- If indoors, “Duck, Cover, and Hold On” under a table or desk or against an inside wall.
- If you are in a **Hallway**, drop to the floor against an interior wall and protect your head and neck with your arms.
- Do not use elevators.
- Do not exit a building during the shaking.

*“This pamphlet is intended to provide guidance and safety tips for handling emergencies. Since every incident is unique, the best way to survive is to be prepared, use common sense, calm decision making, and teamwork.”*

**Sheriff Jim McDonnell**

Feel free to contact the Sheriff’s Department to request a building safety assessment, emergency preparedness training, or response drills with your staff.

Los Angeles County Sheriff’s Department  
County Services Bureau

Emergency Dial 911

Phone (213) 974-1120

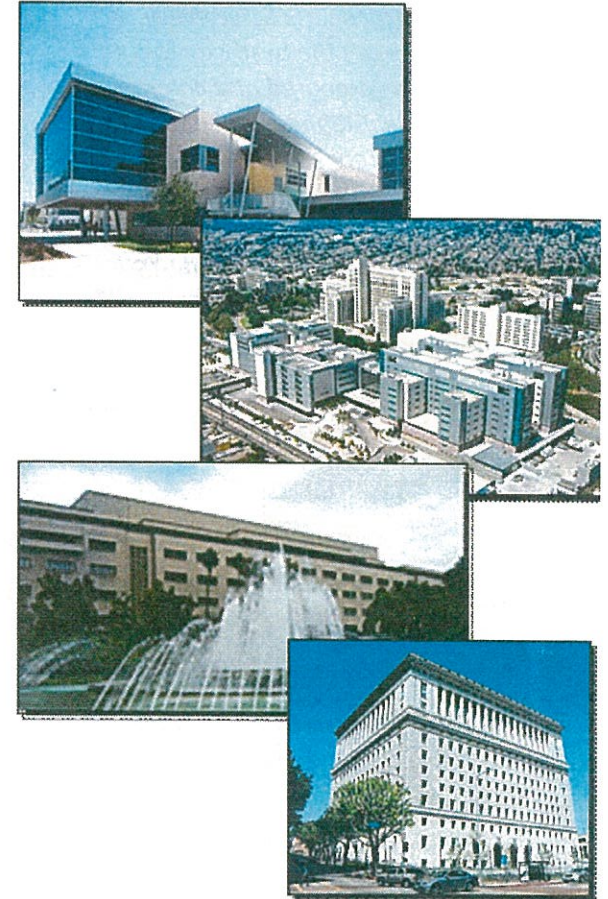
24hr Phone (213) 974-8000

[www.lasd.org](http://www.lasd.org)



## Emergency Preparedness & Building Safety Guide

*What you should do if faced with a crisis situation*



**Jim McDonnell, Sheriff**



*Thank you for taking the time to prepare for safety at your facility. This pamphlet is intended provide guidance and basic safety tips for*

*handling emergencies. Since every incident is unique, the best way to survive is to be prepared, use common sense, calm decision making, and teamwork. We encourage you to discuss safety with your co-workers, be aware of your surroundings, and always be prepared for the unexpected. Your Sheriff's Department is always available to assist you in strengthening safety!*

Respectfully, SHERIFF JIM McDONNELL

## ACTIVE SHOOTER

**If an Active Shooter is INSIDE your building:**

- Remain calm.
- "GET OUT / ESCAPE" if possible, exit the building via safest possible route.
- "COVER / CONCEALMENT" if you cannot exit safely, find the nearest safe room, barricade doors, shut off lights, get out of sight, and keep quiet. Turn cell phones to silent mode.
- Call 911 as soon as it's safe. Do not open the door until a law enforcement officer advises it is safe to do so.
- Stay focused on survival and keep others around you calm & focused.

- "DEFEND YOURSELF" as a last resort, if your life is in imminent danger, defend yourself!

**If the Active Shooter is OUTSIDE your building:**

- Remain calm.
- Proceed to a room that can be locked.
- Close and lock doors; if doors cannot be locked, barricade the door, shut off lights, get out of sight, and keep as quiet as possible. Silence cell phones.
- One person in the room should call 911 and advise the dispatcher what is taking place.
- Do not open the door until advised by law enforcement.

**When Law Enforcement Arrives:**

- Put down any items in your hands.
- Immediately raise hands and spread fingers.
- Keep hands visible at all times.
- Avoid making quick movements toward officers.

## HOSTAGE SITUATION

**If you become aware of a Hostage Situation:**

- Immediately remove yourself from any danger.
- **Call 911 and provide the following:**
  - Location of incident.
  - Number of possible hostage takers & description.

- Number of hostages.
- Weapons used.
- Any injuries.
- Your name, location and phone number.

**When Law Enforcement Arrives:**

- In a rescue situation, "**Do Not Run.**" Drop to the floor, and remain still.

## VIOLENT/THREATENING BEHAVIOR

- If you are a victim or witness to violent or threatening behavior, avoid confrontation and call 911.
- Maintain a safe distance from anyone acting violently or bizarre.
- Advise dispatcher the nature of the incident / threat, location and subject description.
- If a weapon is involved, flee to a safe area. If safe, keep the subject in view.

## BOMB THREAT

- Remain calm and take the caller seriously.
- If possible, record the phone number displayed on caller ID.
- While on the phone, have a co-worker call 911.
- Keep the caller on the phone as long as possible.



## IMPORTANT TELEPHONE NUMBERS:



## SECURITY OPERATIONS UNIT

The Sheriff's Department's Security Operations Unit (SOU) is the central security management authority of the County of Los Angeles. The unit is staffed by Sheriff's Department law enforcement and professional personnel. The chief responsibilities and functions of the unit are to:

- Monitor and address security issues throughout the County through the administration of the County's security incident reporting, threat assessment, and building/physical security assessment programs.
- Work with various levels of County management, law enforcement agencies, and other government offices to assess the security needs and issues involving County employees.
- Work with County management to identify resources and develop solutions to County security and employee safety issues.
- Develop and provide training to County employees in areas such as field safety and violence in the workplace.
- Conduct criminal and confidential investigations for the County
- Regulate County badges and identification cards in accordance with the County of Los Angeles' badge ordinance.

All County employees are welcome to contact the Office of Security Management at:

**785 Kenneth Hahn Hall of Administration  
500 West Temple Street, Room #B-98  
Los Angeles, California 90012**

**(213) 974-7926 • Fax (213) 613-0848**

**Email: [sir@lasd.org](mailto:sir@lasd.org)**



Los Angeles County  
Sheriff's Department  
Security Operations Unit

## THREAT MANAGEMENT QUICK GUIDE



## RESOURCES:

- ▶ **Emergency:**  
**9-1-1** (*May have to dial "9" first*)
- ▶ **Employee Assistance Program (EAP):**  
(213) 738-4200
- ▶ **Security Operations Unit (SOU):**  
(213) 974-7926
- ▶ **Department of Mental Health (DMH), Access Center:**  
(800) 854-7771
- ▶ **DMH Psychiatric Mobile Response Team (PMRT):**  
(213) 351-2813
- ▶ **Occupational Health Programs (OHP), Psychological Services Unit:**  
(213) 738-2213
- ▶ **County of Los Angeles Mental Evaluation Team (MET):**  
(626) 258-3002  
(626) 258-3020 After Hours
- ▶ **Los Angeles County Sheriff's Department County Services Bureau (CSB):**  
(213) 974-8000
- ▶ **Chief Executive Office Office of Emergency Management (OEM):**  
(323) 980-2260
- ▶ **Local Law Enforcement:**  
\_\_\_\_\_  
\_\_\_\_\_
- ▶ **On-site Security:**  
\_\_\_\_\_  
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## WORKPLACE VIOLENCE / THREAT MANAGEMENT POLICY

(DHR 620)

**ZERO TOLERANCE POLICY** - The policy of the County of Los Angeles is that it will not tolerate workplace acts of violence or threats in any form.

### Examples of Acts of Workplace Violence

- Threats or intimidation
- Highly aggressive, emotional behavior
- Vandalism, sabotage, or arson
- Physical assaults
- Domestic violence
- Stalking at home or work
- Employee suicides
- Workplace homicides

### PROCEDURES

Safety of personnel should be foremost in determining the initial response to an act of violence or threat. Each threat, alleged threat, or act of violence must be assessed and managed according to the particular circumstances presented.

#### Security Incident Report (SIR)

A threat or act of workplace violence constitutes a security incident. The incident shall be reported to the Security Operations Unit (SOU) by completing and delivering the SIR within 24 hours. The report shall be completed by the employee involved in the incident, or any supervisor or manager of the affected department.

***It is the responsibility of the department head, manager, or supervisor informed of the incident to deliver or send the completed and approved SIR.***

### Types of Threats:

<b>Imminent</b>	<ul style="list-style-type: none"><li>• Ready to take place</li><li>• About to happen</li><li>• Approaching, unavoidable</li></ul>
<b>Non-Imminent</b>	<ul style="list-style-type: none"><li>• Distant, remote</li><li>• In the future, far-off</li><li>• Not likely to occur</li></ul>

### Imminent Threat or Immediate Danger of Violence

Any employee who is a witness or victim to an act of violence or an imminent threat in the workplace, or who is advised of an imminent threat directed at or expressed by other personnel and believed by the victim or witness to constitute an immediate danger requiring an emergency response, **should seek personal safety** and take the following actions:

- Remove yourself from harm's way or threatening situation (this could range from staying and hiding in a safe area to running away).
- Obtain emergency assistance from local law enforcement by **calling 9-1-1**.
- Warn potential victim(s).

### If the threat is overt and poses risk of imminent harm:

- If an assault is in progress or a threat is imminent, contact the local law enforcement agency (**dial 9-1-1**) and on-site security.
- Notification of the Sheriff's Department's Security Operations Unit, as described in the previous reporting procedures, shall follow the summoning of any additionally needed emergency personnel.

### Non-Imminent Threats:

If a non-imminent threat is directed at someone within a County facility by an identifiable party currently or not currently at that facility, the following timely notifications shall be made by the reporting employee, supervisor, and/or manager:

- On-site security (if any)
- Local Law Enforcement Agency (Police or Sheriff)
- The Risk Management Branch Supervisor or Manager.
- The Sheriff's Department's Security Operations Unit: (213) 974-7926
- The potential victim(s).

### Suspicious person in and around building, General Guidelines:

- Prepare to provide physical description and behavior that causes your concern.
- Do NOT provide any personal information about yourself or other co-workers.
- For suspicious activity on the facility (County property), or adjacent grounds, notify on-site security.
- For activity in the vicinity of facility (non-County property), notify local law Enforcement Agency (Police or Sheriff).

### Three Keys to Surviving a Critical Incident

#### **RUN – HIDE – FIGHT**

#### **RUN:**

- Quickly determine the most reasonable way to protect your own life--have a plan.
- RUN if you can, but not in a straight line.
- Leave your belongings behind.
- Help others escape if possible.
- Follow the instructions of any law enforcement officer--keep your hands visible.
- Do not attempt to move wounded people.
- Call 9-1-1 when you are safe.

#### **HIDE:**

- Remain calm at all times.
- Stay out of view of the assailant.
- Close and lock all doors, turn lights off.
- Barricade the door(s) with heavy furniture.
- Silence your cell phone.
- Keep in mind *Cover vs. Concealment*.
- Hide behind large items (cabinet or desk).
- Call 9-1-1, if possible.
- Find the safest location, be prepared to hide in more than one location.

#### **FIGHT:**

- As a last resort, and if in imminent danger, prepare to take action to defend yourself.
- If you are in a group, formulate a plan of action.
- If you have made the decision to take action, your goal is to stop the attacker.
- Know your physical and mental limitations.
- Prepare for the worst case scenario.
- Ensure your plan for escape and protection is flexible.
- Utilize common office items for your protection and defense.
- Do not stop looking for an opportunity to escape.



*EAP Lends a Helping Hand*

Although you may not always feel appreciated,

**YOU** are important

**YOU** are important to your job!

**YOUR JOB** is important to the County!

The County's most valuable resources are its employees. At times, each one of us encounters personal problems which affect the way we feel and may impact how well we do our jobs.

Often, when problems strike, we don't know which way to turn or where to go for help.

That is why the County offers the EAP to you and your dependents.

If emotional problems are getting you down, EAP offers confidential professional help at no cost to you.

*EAP can help you deal with such problems as:*

- ✓ Emotional Stress
- ✓ Anxiety
- ✓ Marital/Family Discord
- ✓ Bereavement/Loss
- ✓ Alcohol & Drug Problems
- ✓ Interpersonal Problems



**Employee Assistance Program**  
 3333 Wilshire Blvd., Suite 1000  
 Los Angeles, CA 90010  
 (213) 738-4200  
 Please inquire regarding our satellite offices.

<http://ceo.lacounty.gov/EAP/default.htm>

Revised 3/2009

COUNTY OF LOS ANGELES  
CHIEF EXECUTIVE OFFICE



# EAP

**Employee Assistance Program**



**3333 Wilshire Blvd., Suite  
1000  
Los Angeles, CA 90010  
(213) 738-4200**

**Appointments At  
Satellite Offices Available**

# County of Los Angeles

In 1981, the County of Los Angeles (County) Board of Supervisors established the Employee Assistance Program (EAP).

## GOALS

- To maintain a productive and efficient County workforce
- To provide confidential counseling assistance to employees and their dependents
- To serve as a resource to supervisors regarding employee performance problems
- To aid in the reduction of workers' compensation claims
- To provide specific trainings to supervisors regarding procedures for implementing risk management policies
- To offer training to employees to enhance their personal effectiveness
- To promote an effective and cohesive workplace environment

EAP offers professional consultation and referral services for a broad range of personal and job-related issues. If you need a professional to help you look at your problems from a different perspective, the EAP is here to assist you and your dependents.

EAP's services are private and confidential. EAP's records are separate from personnel records, and are not available to others. No one at work will know you called or came to see us unless you inform them. County employees may use either their personal time or "County time" during their first visit to EAP. Should the employee decide to use County time for his/her first visit, he/she must notify their supervisor prior to the appointment, and may choose not to disclose the purpose for the appointment. Please note that Civil Service Rules preclude EAP intervention in cases involving open workers' compensation stress claims.

### *Training Available to Departments*

- Stress Management I & II
- "Manage Your Anger: Get More Out of Life"
- Effective Communication Techniques
- Effective Working Relationships
- Dealing with Difficult People
- Coping With a Crisis
- Crisis Debriefing/Grief & Loss
- New Employee Orientation
- Educational Topics
- Coping with Change/Lay-Offs/Job Transfers
- Eating Disorders
- Topical Presentations



### *For Managers & Supervisors Only*

EAP also provides specific services to managers and supervisors regarding problems within the workplace involving one or more staff members.

EAP offers supervisory consultations to departmental representatives requesting guidance in dealing with any number of issues as related to one or several employees. These potential problems can include, but are not limited to:

- √ Deteriorating Performance
- √ Poor Attendance
- √ Attitudinal Changes
- √ Interpersonal, as well as personal problems

In addition, training is presented to managers and supervisors in the following areas:

- √ Department of Transportation (DOT) Rules and Regulations for Safety-Sensitive Employees
- √ Reasonable Suspicion/Drug-Free Workplace Policy (Web-Based)
- √ Troubled Employee and Threat-Management Policy



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**  
 Risk Management Branch  
 Occupational Health Programs  
 Counseling and Evaluation Unit

**TROUBLED EMPLOYEE  
 RESOURCES FOR SUPERVISORS**

CIRCUMSTANCE	RESOURCE
<b>TROUBLED, DISTURBED (NO THREAT OR URGENCY)</b> Employee troubled or impaired but not threatening or posing need for emergency assistance. Showing "signs of troubled or impaired employee."	Employee Assistance Program (EAP) (213) 738-4200; voluntary and confidential Employee's Health Plan Psychological Reevaluation Request OHP Psychological Services Unit Request through Department's HR when supervisory counseling, referrals fail
<b>EARLY WARNING SIGNS OF POTENTIAL VIOLENCE</b> Presence of signs but no overt and specific threats. No indication of imminent danger.	Consultation with Occupational Health Programs (OHP) Psychological Services Unit Chief of Psychological Services (213) 738-2213 Special Operations Unit consultation (213) 974- 2628
<b>ACUTELY TROUBLED, DISTURBED (NOT THREATENING)</b> Employee acutely upset or disturbed, not making threats but inconsolable or disruptive; not bizarre but beyond staff efforts to control or resolve.	Supervisor/manager consultation with EAP Clinician (213) 738-4200 Linda Boyd, DMH (213) 738-4431 DMH Access Center (800) 854-7771
<b>EXTREMELY DISTURBED OR THREAT OF SUICIDE</b> Employee poses a psychiatric emergency (appears to be out of touch with reality, or is threatening suicide; cannot care for self safely; may be bizarre, completely lacking judgment).	Call central dispatching number of the Department of Mental Health's Psychiatric Mobil Response Team (PMRT) at (800) 854-7771, to consult; may dispatch mobile unit for on-site evaluation.
<b>THREAT TO HARM OTHERS, NON-IMMINENT</b> Veiled, future-oriented, or conditional threats; or behavior that is angrily aggressive but involving objects rather than people (slamming doors, pounding desks, etc.)	Special Operations Unit (see above) OHP Psychological Services Unit (see above)
<b>DEEMED CURRENT RISK TO HARM OTHERS</b> Behavior or statements are regarded as posing a safety risk to others. Individual may be threatening, agitated, erratic.	Special Operations Unit (see above) LAPD: DMH SMART Team (213) 473-8263 or (213) 485-4188 LASD: DMH MET Team (562) 903-7530 – Sheriff's jurisdiction only LBPD: DMH LBMET Team (562) 435-6711 Pasadena PD: DMH HOPE Team (626) 744-4241 or (626) 744-4631 Facility Security Local law enforcement (911) Staff intervention as appropriate
<b>IMMINENT DANGER OR ONGOING AGGRESSION</b>	Facility security 911 for local law enforcement
<b>POST-INCIDENT EMOTIONAL TRAUMA</b>	DMH Critical Incident Response Teams (contact Linda Boyd, see above) Employee Assistance Program (see above)