



Developing Active Shooter/Assailant Drills and Practical Exercises

No business can ignore the fact that an active shooter situation may occur in their facility however, your chance of being involved in an active shooter incident are about 1 in 3 million. You must address the situation in a method that does not frighten your employees. One of the major points of the drills are to not only instruct your employees in how to survive but to also instruct them in what THEY need to do. In an incident they will all become first responders. No one is going to come save them in time in time. The average shooting takes 26 seconds, the average response time for the police is 7 minutes and, in many locations, it can be 3 times that long. The shooter in Dayton was shot in 32 seconds and still shot 36 people.

Many states have specific laws on minimum amount of drills and training that must be conducted such as fire drills or depending on your location various type of hazard drills such as if you are near a nuclear site you will need radiation drills.

Developing the required drill for our facility requires a detailed plan. The first step in the plan is to have an **All Hazards Risk Assessment** of your facility. A comprehensive risk assessment is not completed in 20 minutes with a 2- or 3-page check list. A professional risk assessment involves interviews, research and analyzation of incidents and safety factors prior to ever arriving at the site of the inspection and normally 2 to 3 days on site.

The interview with the facility representative will determine the depth of training that is suggested, required and determined adequate for your facility after the risk assessment determines the level of risk at your facility.

The **Basic Crisis** exercises can be conducted in several methods. The initial training should be seminar or lecture based. Employees should be provided basic information on what the risk are and how to address those risk in a classroom environment before you ever conduct any practical hands on emergency drills or Full-Scale exercises.

After initial orientation more advanced training may be developed to provide more extensive training specific to your needs.

One of the requirements of the Risk Assessment is to determine what areas may be hardened to provide some type of cover in the event that evacuation is not possible. There are few places in the workplace that are actually bullet proof. The Risk assessment report will provide you with information on how to develop or build some hard zones or items that you may utilize to reduce the amount of damage that a bullet will do as well as better protect facility staff.

All hazard risk assessments address the hazards that are more probable to occur in your location. Your training does not require addressing all risk only probable risk. If you are in North Dakota conducting Hurricane drills will be ridiculous but freeze or ice and snowstorm drills would be logical. Your facility plan should address lockdowns, shelter in place drills as well as evacuation procedures. Additional considerations include trespassers, food or water contamination, tornados, earthquakes, floods, wildfires, wild animals, irate clients or spouses of employees as well as chemical spills and radiation contamination depending on what your risk assessment determines. Businesses must also address and equip for physical handicaps including temporary ones due to requirements such as evacuation wheelchairs. First aid supplies specific to gunshot kits should be staged around the facility not just in the front office. Multiple kits are required. You will not have a mass shooting with only one gunshot wound.

Lecture Exercises.

The lecture is designed to familiarize the employees and staff in the facility Crisis Plan and the standard policies for your facility as well as emergency procedures and agreements that you have with various agencies and businesses for response. This can be conducted using power points, webinars or handouts to familiarize the employees or staff in their

rolls in the response, available equipment, and safety crisis plans. An exchange of ideas from your employees normally will provide you with insight on methods and procedures that may not have been addressed by individuals not familiar with your specific facility. This briefing will normally take about 4 hours to address the pertinent topics. Response tasks will then be assigned to "Task Groups" of employees best suited physically and psychologically to address these tasks.

The next step is to initiate **Tabletop drills** of providing your task groups a crisis scenario and having them discuss their role in addressing these situations. The purpose of these drills are to initiate in-depth discussions on how to best meet your goal of solving the crisis. Assign one of the team to take notes on all of the suggestions and comments to be able to update your response plan after exercise is completed.

You can provide **Emergency Drills** to practice your facility emergency protocols. This could be evacuation, duck and cover or shelter in place drills such as lockdowns.

At this point you should be ready to run a functional exercise and simulation of an emergency situation. These drills should be practiced with realistic timelines. They will last from half a day to all day and should test multiple areas of your facility emergency plan. This test should be carried out under realistic time pressured simulated events to provide you with the data required to update and upgrade your plan. These exercises should be critically evaluated to receive the benefit of the drills. The drill will require a Crisis Drill team or at a minimum a drill leader, multiple crisis players to respond as they would be required in a real emergency. Crisis simulators who assume roles and deliver preplanned specific messages to the players for them to respond to. You will then require evaluators to assess and observe the entire exercise providing detailed evaluation reports.

A **Full-Scale drill** will require the above as well as all of the support from the community response teams such as fire, EMS, Law Enforcement, DHS, mental Health, Utilities, hospitals, FEMA, and other agencies. This will require extensive preplanning and time to coordinate with all of these agencies and develop your crisis plan.

To develop a Full-Scale drill may require as much as 2 years of preparation and planning before it can be implemented. You should develop a plan and as they say work your plan. Starting with lectures and then moving to emergency drills and then full-scale evaluations. We do not recommend exposing staff to potentially traumatic events like fake blood or shooting blanks from weapons. Our experience is that it is not needed if the drill is carried out in a realistic manner with the participants in the proper mindset developed in the earlier stages of training. We do not recommend drills without telling the staff that you are having a drill. If a man comes in with a weapon you may have an employee shot them even in Gun Free Zones. A comprehensive after-action report and evaluation is required to identify shortfalls and deficiencies enabling you to be able to correct the responses to provide a safer reaction to the crisis situation.

As you can see this is a tremendous amount of work and will take a commitment from your management team. As stated by the director of security from IBM after a workplace shooting in NC "There is no amount of money that you can spend to prevent an incident that will come anywhere near what you will spend to clean one up".

We will Evaluate your current Physical Protection Programs against industry "best practices" and generally accepted security principles. Assessment, analysis and recommendations must be aligned with the vision, mission, and operating values of your corporation and be tailored to your worldwide presence, business culture and operating environment. Solutions must be comprehensive and adaptable to your corporation's business processes. Although a detailed Scope of Work has not been finalized, the areas outlined above will provide the foundation for and information security review. Areas can be added and deleted as requested by your Corporate Security organization or management team.

To conduct an All Hazards Risk Assessment on an average size office will normally cost approximately \$7,500 plus travel. This assessment requires extensive advance work and a minimum of 2 days onsite. Analysis is required at night and on weekends as well as during business hours to provide a comprehensive evaluation.

ATAB has instructors around the world that can assist you with Active Shooter training for your facility.
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