



ACTIVE INTRUDER TOOLKIT

PROTECTING YOUR PEOPLE AND YOUR PROPERTY



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10 ESSENTIALS OF SECURITY

In today's world, the need to protect your people and your organization from harm is vital.

Are you prepared to defend your people and property against armed intruders, violent crime, theft or vandalism? How many of these 10 essential statements are true for your organization?

1 Prepare the Organization

We have communicated to the entire organization that processes are in place in the event of a security/safety threat. We provide ongoing information to the organization related to organizational security and hold training events periodically throughout the year.

2 Workplace Violence Prevention Program

A written Workplace Violence Prevention Program is in place. All staff, volunteers and other organization representatives are trained on the program and assigned responsibilities. We review the program annually to ensure it is up to date and addresses the needs of the organization.

3 Be Aware of Potential Threats

All threats are taken seriously. We are observant of things such as vandalism and loitering that may indicate the presence of a greater threat. Social media related to our organization is regularly viewed and reviewed. We are aware of issues both inside and outside the organization that may lead to threats, such as domestic issues with students or staff, disgruntled employees or community unrest.



4 Engage Local Law Enforcement and First Responders

Local law enforcement participates in security and violence prevention planning with the organization. Law enforcement and first responders are provided with facility maps and copies of the Workplace Violence Prevention Program, and are asked to patrol the facility.

5 Active Response Training

Staff and students are provided with emergency/active response training. Drills are regularly conducted to ensure preparedness for emergency situations, with participation required of all that are at the facility on that day. All employees and local authorities are aware of when drills will be conducted and local authorities are offered the opportunity to participate.

6 Control Access and Provide Easy Exit

Entrance points are limited and monitored when people are present. Keys are given only to select staff members and volunteers, and are actively managed. All exits are clearly identified and all paths to exits are free of obstructions.

7 Exterior Lighting and Maintenance

Grounds and entrances are well lit. All lighting is regularly inspected, maintained and repaired.

8 Visible Security Presence

Security systems are in place and personnel are visible. Security sweeps and observations are conducted before, during and after services and activities.

9 Have a Communication System

Security staff can easily and readily communicate with each other and with those in the building. Regular communication drills familiarize security personnel with how devices work and what messaging should be used. "Plain speak" is used instead of codes to communicate for clarity and to ensure correct actions are taken.

10 Background Checks

Criminal background checks are completed on all employees and volunteers prior to placement in a position. Background checks are completed annually for all that work with children or have financial responsibilities. Criteria are established and adhered to regarding what is acceptable within an individual's background to be hired or placed.

Don't have these essentials covered?

Contact **Sharon Orr** at Risk Control Services today at sorr@cmregent.com.



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ARMED VS. UNARMED

Your Facility Security Team Options

Organizations of all kinds face difficult choices when it comes to protecting their people, operations and facilities. There's no question your organization needs a plan in place to deal with armed intruders and other violent crime in your facilities. But should your security team be armed?

In answering this question, keep in mind that weapons like firearms may indeed provide protection against violence, but they also add risk exposure to your people and organization.



What security approach is right for you?

- 1 Determine
Your Options**
- 2 Decide What
Works For You**
- 3 Develop Plans
and Procedures**



1 Determine Your Options

Armed or unarmed, most organizations need a formal security team in place. Your security team can be made up of your own, internal personnel, hired members of local law enforcement or hired security contractors. Here's a brief breakdown of each option.

Unarmed Security

This option involves organizing volunteers and/or employees and asking them to be observant for suspicious behavior, de-escalate non-violent incidents and alert people gathering in your facilities to danger. Such a team can be effective in protecting your people while minimizing your exposure to risk and liability.

Armed Security

Here are some common approaches to armed security:

- **Hire local law enforcement.** One way to introduce armed security into your organization is to hire active duty, local law enforcement officers to oversee your premises. This method provides you with highly trained security experienced in handling a weapon in high-intensity situations, reasonable use of force standards—and will often assume liability for their actions.
- **Hire a private security contractor.** This can be a good armed security option. You'll need a solid contract to ensure they'll assume liability for their actions—work with legal counsel to ensure risk transfers to the contractor. Also, thoroughly vet the contractor to verify that training standards comply with applicable laws and result in highly competent security guards.



Anytime people are asked to carry a weapon on behalf of your organization, your organization may be exposed to additional liability.

Should you choose an armed security option, you must contact CM Regent to discuss your armed security plans to ensure the appropriate insurance coverages are in place.

2 Decide What Works for You

Realize that this decision is difficult. There are practical, situational and philosophical considerations with both armed and unarmed security approaches. Beyond armed security, there are many other steps you can take to protect your people. Weapons should only be used as a supplement to other basic security measures. Think through these questions to help you decide your best approach.

- Do your state and local laws allow armed security?
- Are you willing to carefully manage and control the risk exposure weapons create?
- Have you consulted with local legal counsel and local law enforcement regarding your plans?
- Are you willing to accept the risk and liability exposure created by incidents that arise from the use of weapons on behalf of your organization?



3 Develop Plans and Procedures

With your security decision made, the next step is to formalize your plan, policies and procedures. This is the foundation for effective security and helps protect your staff and students from liability and harm. Whether or not your security measures involve weapons, the same basic principles apply to nearly all organizations. At a minimum you should document the following:

- **Facility design and layout.** Risk factors, average attendance, staffing needs, access controls, evacuation/lockdown capabilities, communication tools and nearby rally points.
- **Local partnerships.** Define interactions and work with your school entity's solicitor to develop a Memorandum of Understanding (MOU) with local law enforcement, emergency medical services, fire departments, media and community partners (such as emergency gathering places).
- **Training.** Describe minimum training expectations including initial training, ongoing training and topics to be covered.
- **Team formation.** Identify eligibility requirements: outside experience, availability, physical requirements, mental/emotional state and clean background checks.
- **Standard Operating Procedures.** State basic expectations for team members: chain of command, sign-in procedures, communication, location assignments, patrolling, incident response and incident reporting.



If you choose armed security, extra measures are needed to plan for armed security teams.

Law Enforcement or Contracted Security

Document and define mutual expectations. State when and where security guards will be positioned, how they will interact with your organization and more. Ensure your plans correspond with your contractual agreement.

Remember to emphasize to your team the importance of consistently following your policies and procedures. Should an incident occur regarding your security force, it is likely that policies and procedures will be analyzed and compared to the action taken by security team members should the incident result in a lawsuit.



You're right to be concerned about protecting your people against violence and armed intruders—and you're not alone. CM Regent Insurance Company is ready to help you every step of the way.

Contact **Sharon Orr** at Risk Control Services today at sorr@cmregent.com.



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SECURITY ASSESSMENT

Securing your facility against armed intruders, violent crime, theft or vandalism is serious business. There are many things you can do to reduce your risk exposure and keep your people and property safe. Is your organization prepared?

Use this assessment to help you find out.

Are you and your facility prepared for a violent incident, theft or vandalism?



Organizational Preparedness



Security Personnel Preparedness



Building Preparedness



Perimeter and Grounds Preparedness

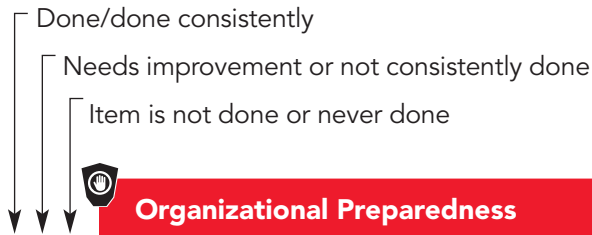


Post Event Preparedness



How secure are you, your people and your property?

Rate each of these points of preparedness using the following scale:



○○○ We have partnered with a local law enforcement agency to identify or address security issues or concerns.

○○○ We have established an emergency/violence response plan that is shared with local law enforcement, fire department and other first responders. Plan is reviewed and updated annually.

○○○ We have established a Safety and/or Security Committee that investigates and addresses safety and security issues and concerns.

○○○ We have met periodically with security staff, contracted security and local law enforcement.

○○○ We have performed an on-site security assessment led by RVAT, local law enforcement or other organization with recognized expertise in this area.

○○○ We have established a security team that includes members that are first responders, police, military, etc.

○○○ We have conducted background checks on all people with assigned security responsibilities or security-sensitive functions such as money handling.

○○○ We have included security improvements and maintenance items in the annual budget.

○○○ We have the means to alert facility occupants of situation in real time (PA, Emergency Text Alert, etc.).

○○○ We have implemented a key control policy or re-key policy.

○○○ We have posted evacuation maps in every room and first responder organizations (police, fire, EMS) have been provided with a copy.

○○○ We have established rally points outside of the facility—reviewed and cleared by first responders.

○○○ We have held quarterly evacuation drills.

○○○ Security drills are held quarterly.

○○○ We have had security system inspected annually by a licensed contractor.

○○○ We have established special locking procedures for office areas to safeguard financial or sensitive information.

○○○ We have ensured money is handled in a secure area with limited access.

○○○ We have implemented a visitor or guest registration (sign in/out) procedure with name badge and/or photo ID required.

○○○ We have regularly monitored social media for potential issues/threats within the facility staff or volunteers.

○○○ We have a designated incident commander to communicate with authorities and first responders.

Security Personnel Preparedness

○○○ Entrances are limited or controlled prior to and during events.

○○○ Monitors or Security are placed at every entry door and are present throughout the event observing all that enter and exit.

○○○ Security team conducts regular security sweeps of the buildings and grounds prior to and after any events.

○○○ Key personnel have undergone ALICE or similar intruder active response training.

○○○ Security team conducts training simulations or tabletop simulations such as threats involving suspicious people, packages and vehicles on a regularly scheduled basis.

○○○ First responder organizations have conducted surveys of facility and been involved with drills.

○○○ Non-security team personnel have been briefed/trained on Enhanced Lockdown/Barricading/Active Response.

○○○ Key personnel are authorized to evacuate the facility if able.

○○○ Medical trauma kits available in all major areas of facility.

Building Preparedness

○○○ All buildings are locked when unattended or unoccupied.

○○○ Building security procedures and/or a checklist are used to ensure a thorough facility securing process.

○○○ Organization periodically inspects and repairs/maintains building and property access points such as doors, windows, fences and gates.

○○○ Interior rooms have distinct identifiers that correspond with facility map and can be readily identified from inside or outside the room.

○○○ Interior doors have a readily accessible barricading method.

○○○ Exits are equipped with panic hardware to facilitate evacuation.

○○○ Room doors with windows are fitted with "quick" blackout means (drop curtains).

○○○ Interior lighting is adequate within all occupied buildings.

○○○ Security cameras monitor entries, hallways, areas of high occupancy, where valuables/money are stored and handled and cover the exterior of buildings such as entries and parking lots.

○○○ Panic button or similar means of immediately notifying law enforcement is at the reception desk or office.

○○○ An electronic security system (doors, windows) monitored by a central station has been installed.

○○○ Audible alarm systems are installed and can be heard throughout exterior grounds.

Perimeter and Grounds Preparedness

○○○ Local law enforcement or contracted security service conducts regular drive-by patrols of buildings and parking lots.

○○○ Prior to, during and after events, parking and building areas are monitored by staff, staff security, contracted security or contracted off-duty law enforcement.

○○○ Traffic flow is guided with arrows and/or signage throughout drives and parking areas.

○○○ Adequate exterior walking and parking areas are provided with ample lighting.

○○○ Lighting is periodically inspected and repaired promptly when necessary.

○○○ Hedges, bushes, trees and other vegetation and foliage are regularly trimmed away from the building to minimize potential hiding places and unobservable areas.

Post Event Preparedness

○○○ Spokesperson has been designated to communicate with media in the event of an emergency.

○○○ Spokesperson is trained to communicate with media in emergency situations.

○○○ Business Continuity Plan has been created and includes formal arrangements/agreements with an alternate location.

Your Results



The number of items rated **Done/Done Consistently**



40 OR GREATER

Your organization is well prepared. Continue to fine tune your security program.

39 TO 33

Your organization has some security elements in place, but there is opportunity to improve. Prioritize and complete items in the other columns.

32 OR LESS

Your organization's security program needs improvement. Action is needed to meet basic requirements.

Don't wait for a major incident to get your facility prepared for the worst. CM Regent will help you identify your areas of greatest need and resources available to support your efforts.

Contact **Sharon Orr** at Risk Control Services today at sorr@cmregent.com.



SITE SECURITY TABLETOP DRILL ARMED INTRUDER

While a full-scale emergency response drill may not always be feasible, a tabletop drill is a worthy substitute. A well-planned tabletop exercise provides the opportunity to critique current processes by identifying improvement opportunities and corrective actions to be taken.

Tabletop Drill Process

Drill Preparation

- Review the drill scenario and determine the objectives for the drill.
- Identify the emergency/violence response plan processes and procedures that should be used in the drill scenario.
- Identify ways to make the drill scenario more relevant to your organization.
- Gather a tabletop drill team of no more than 15 people—none of whom helped develop the processes—to participate in the scenario.
- Ensure that organizational leadership are present to observe and evaluate the exercise.

Drill Execution

- Have the tabletop drill team introduce themselves, including their names and assigned roles in the emergency/violence plan.
- Review the processes and procedures that should be used in the drill scenario.



- Introduce the drill scenario. Don't get too specific or provide a lot of detail.
- Read through the considerations for the first part of the scenario.
- Begin with a five-minute group discussion on the course of action that should be taken. Moderate conversation as needed.
- Introduce the next portion of the scenario.
- Read through the considerations for the second part of the scenario.
- Moderate a five-minute group discussion on the course of action that should be taken.

Drill Conclusion

- With organizational leadership, review the effectiveness of the exercise and evaluate your organization's situational performance.
- Identify areas of weakness and concern that were observed when discussing the scenarios.
- Create goals that are specific, measurable, attainable, relevant and timely to address each area of weakness and concern.
- Identify who will be responsible for completion of each of the goals created.
- Monitor goal progress to ensure completion.
- After goals have been completed, schedule a future drill session to determine if areas of weakness and concern have been resolved.

Tabletop Drill | Armed Intruder

Organization:

Date:

Location:

Drill Coordinator:

Total Participants:

Sample Scenario 1 | Part 1

Choose a time and day of the week when your facility is fully occupied.

Time: a.m./p.m. Day:

An armed intruder has come in through your main entrance. Upon entering the building, they immediately begin to fire shots.

At this point, what is your plan of action as an organization?

Considerations for discussion:

- How would you alert other building occupants of the shooter?
- How would you lockdown the various areas of your facility?
- How would you inform law enforcement of the shooter?
- How would you evacuate areas that are not immediately under threat?
- How do you know if it is safer to lockdown or evacuate?

Discussion Notes

Sample Scenario 1 | Part 2

3 minutes later

Time:	a.m./p.m.
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Law enforcement has been notified and is on its way, but the mobility challenged individuals are still being evacuated. The shooter is making progress at entering through your barricade.

- How are children with disabilities accounted for in this situation?
- How are teachers informed of the safe rally point?

Understanding that the shooter could enter at any moment, what is your plan of action?

Considerations for discussion:

- How are children, persons with disabilities and others in need of assistance accounted for in this situation?
- How could the shooter be countered if they enter the room?
- How are members informed of the safe rally point?
- What actions can be taken to improve the occupants' situation?

Discussion Notes



Sample Scenario 2

5:00 p.m. – Assume this is during a large gathering.

An employee that is rumored to be disgruntled is attending a meeting. He appears to be agitated. During the meeting, he stands up and begins screaming, “I have a gun.” All this is taking place in your largest meeting space.

At this point, what is your plan of action as an organization?

Considerations for discussion:

- How would you alert other building occupants of the shooter?
- How would you take back control of this situation?
- How would you inform law enforcement of this situation?
- How would you evacuate your largest space?

Discussion Notes

How did your organization respond to the tabletop armed intruder drills? Do you need additional information on how to prepare for an armed intruder? CM Regent will help you identify your areas of greatest need and resources available to help you be ready. Contact **Sharon Orr** at Risk Control Services today at sorr@cmregent.com.



SITE SECURITY DRILL EVALUATION ARMED INTRUDER

Armed intruder attacks continue to occur across the country. The safety of your people and organization depends on the steps you've taken to be ready for an attack. Holding a drill will provide the best preparation by testing your organization's emergency/violence response plan.

Use this checklist to evaluate how well your organization handles an armed intruder drill.

Date:

Location:

Drill Monitor:

Start Time:

End Time:

Elapsed Time:

Yes No NA Pre-drill Assessment

☐ ☐ ☐

All rooms can be locked or secured.

☐ ☐ ☐

Additional security measures are in place (security, cameras, etc.).

☐ ☐ ☐

Protocols are posted for lockdown.

☐ ☐ ☐

Training has been provided.

☐ ☐ ☐

All building occupants have been notified of drill, timing and scenario.

☐ ☐ ☐

Emergency responders have been notified and/or are present at the drill.

Additional comments:

Yes No NA During Drill Assessment

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Danger was communicated in simple terms/plain speak.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	The danger alert was heard by all.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Emergency services were notified quickly.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	The participants evacuated if it was safe.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Evacuants met at an established rally point.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	The participants locked down if it was not safe.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lockdown was done in a timely manner.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	If room under lockdown did not have an actual lock, a barricade was assembled.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lockdown occupants hid themselves.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lockdown occupants were quiet.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lockdown occupants turned off lights.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	The intruder gained access to any room.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Occupants trapped in a room were prepared to counter attack.

Additional comments:

Yes No NA Post-drill Assessment

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Everyone remained hidden.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	The "all clear" signal was understood.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	The participants responded quickly and as trained.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	The drill was done orderly.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	The overall response of lockdown occupants was satisfactory.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	This response would work for a real intruder threat.

Additional comments:

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