

# Introduction

Marshall County Sheriff Mathew Hassel is a 37 year law enforcement veteran serving the last 17 years as a Chief of Police or Sheriff. He holds a Bachelor's of Science Degree from Indiana State University with a Criminal Justice Major. He is a lifelong resident of Marshall County, married to Jill Hassel and has a son Tanner.

Shocking as it may seem, we are living in a dangerous time where crime and violent incidents are happening across our great country in schools, businesses, movie theatres, military bases, recruiting offices, and yes, even in our places of worship.

## Purpose

The purpose of this program is to provide direction for businesses regarding reasonable measures of safety to confront the spectrum of threats and emergencies they may face during the hours they are in operation. We will discuss actions that may be taken before, during, and after an incident, in order to reduce the impact on people, property, and loss of life.

## Prevention

### Place of Business Planning and Oversight Committee

1. Who: CEO, management, staff, maintenance and employees (i.e. law enforcement personnel, EMS, fire, military, lawyers, counselors, doctors).
2. Goal: To provide a forum for developing, implementing and continually refining a planning process to address the safety needs of your place of business before, during, and after a critical incident.
3. Objectives:
  - a. Complete a security risk assessment to include the facility, policies and procedures, business practices, and operations.
  - b. Adopt a security plan.
  - c. Assemble a security team and appoint a Security Team Leader to implement the plan.
  - d. Coordinate training and education for the staff.

## Security Risk Assessment of your Place of Business

1. Who: Sheriff, local law enforcement, fire, insurance agent, and private consultants.
2. Goal: To assess the existing risks, threats and vulnerabilities of your place of business including:
  - a. Employees;
  - b. Staff and volunteers;
  - c. Maintenance;
  - d. Childcare protection protocol;
  - e. Surrounding community threats;
  - f. Communications (internal and external);
  - g. Policies and procedures; and
  - h. Handling of money.

## Place of Business Security Plan

1. Who: Place of business security team, in collaboration with government entities that have responsibility in the plan, including first responders such as sheriff, police, fire, EMS.
2. Goal: To adopt a basic plan of operation before, during, and after a critical incident in a place of business during operations.
3. Framework:
  - a. Basic facility security measures should include:
    - Facility blueprints
    - Cameras and alarms
    - Locked and unlocked doors and windows
    - Exterior lighting
  - b. Establish the role of the security team before, during, and after a critical incident including duties such as:
    - Communications (internal and external)

- Preparation drills
  - Greeting visitors
  - Perimeter and parking lot monitoring
  - Placement of security team members in facility during time of operation
  - Childcare protocol
  - Duties during a critical incident:
    - 911 call
    - Coordinate evacuation or lockdown procedures
    - Confront the threat
    - Managing the safety zones
    - Point of contact (POC) with first responders
    - Assist first responders
- c. Establish an evacuation procedure
- d. Establish a lockdown protocol
- e. Adopt a Crisis Intervention Stress Management (CISM) strategy
- f. Analyze staff demographics (i.e. number of children, senior citizens, people with disabilities, people with criminal backgrounds such as sex offenders)
- g. Implement a firearms policy that specifies who – if anyone – can or cannot carry a firearm into the place of business.

## Training and Education Strategy

1. Identify the audience:
  - a. Staff and volunteers
  - b. Employees
  - c. Community
  - d. Collaborative partners (i.e. sheriff's office, local police, fire, EMS, etc.)
2. Determine the delivery method:
  - a. Presenters
  - b. Presentation style

- c. Materials (i.e. handouts, PowerPoint, etc.)

Note: Always protect the confidentiality of sensitive information. Share sensitive information only on a “need to know” basis.

## **During the Incident**

### **Security Team Leader Activates the Security Plan**

1. Designated person calls 911.
2. Lock down or evacuate the business depending on the threat.
3. Lock down or evacuate the childcare area depending on the threat.
4. Set up and manage safety zones.

### **FBI “Active Shooter” Protocol Plan:**

1. Run:
  - a. Follow instructions of the security team.
  - b. Use escape routes identified by the security team.
  - c. Leave personal belongings behind.
  - d. Proceed to safe zones identified by the security plan and as directed by the security team.
  - e. Take others with you if possible, but do not stay behind if others will not go.
2. Hide (lockdown plan):
  - a. Lock and barricade doors.
  - b. Close and lock windows; close blinds.
  - c. Turn off all lights.
  - d. Silence electronic devices.
  - e. Remain silent.

- f. Remain in place until given an all clear by the security team or first responders.
3. Fight (confronting the shooter: a last resort): Try to disrupt or incapacitate the shooter by using aggressive force and items around the area, such as fire extinguishers or chairs.
4. Safe zones (identified in the security plan): Designated security team members must manage and control safe zones until first responders arrive.

## Interacting with First Responders

Law Enforcement's first priority must be to locate and stop the person or persons posing the threat and they will not stop to help the injured. Law enforcement officers may not be able to distinguish the "good guys" from the "bad guys".

Employees and staff, including the security team members, should be trained to do the following when first responders arrive:

- a. Follow all commands such as getting down on the ground, dropping all objects (including cell phones) from hands and putting hands in the air.
- b. Clearly identify yourself verbally.
- c. Once identified and cleared, the security team should meet with first responders and provide as much information as possible (ie. location of safe zones, last known location of the threat, facility access points and childcare location and access).

## The Aftermath

### Place of Business Security Team

1. Brief first responders upon arrival.
2. Continue to manage safe zones and assist first responders as directed.
3. Identify a place of business spokesperson to address the media and public along with the first responder media spokesperson.
4. Coordinate all activities with first responders.

## First Responders Will

1. Assume command of the critical incident.
2. Treat and transport injured individuals from crime scene and safe zones to medical facilities.
3. Initiate the investigation.
4. Interview witnesses.
5. Preserve the crime scene.
6. Coordinate continuing activities of the security team.
7. Appoint a designee to communicate with the media. Include place of business media spokesperson.
8. Debrief with the place of business security team after the threat is over.

## Reunification Plan

1. Identify a safe location separate from distractions (including the media and general public), for family members trying to reunite with their loved ones.
2. Provide family members with timely, accurate, and relevant information.
3. Be prepared to speak with family members about what to expect when reunited with their loved ones.
4. Ensure effective communication with those that have language barriers or need other accommodations, such as the hearing impaired, etc.

## Crisis Intervention Stress Management (CISM):

1. Security plan should include a CISM strategy.

“What is CISM? CISM is a comprehensive, integrative, multicomponent crisis intervention system. CISM is considered comprehensive because it consists of multiple crisis intervention components. CISM interventions range from the pre-crisis phase through the acute crisis phase, and into the post-crisis phase. CISM is also considered comprehensive in that it consists of counseling which may be provided to individuals, small groups, large groups, families, organizations, and even communities.”

The seven core components of CISM are defined below:

- a. Pre-crisis preparation. This includes stress management education and crisis training.
- b. Disaster education for staff, employees and community.
- c. Defusing. This is a structured small group discussion provided within hours of a crisis for purposes of assessment.
- d. Critical Incident Stress Debriefing (CISD) refers to the "Mitchell model" (Mitchell and Everly, 1996) 7-phase, structured group discussion, usually provided 1 to 10 days post crisis, and designed to mitigate acute symptoms, assess the need for follow-up, and if possible provide a sense of post-crisis psychological closure.
- e. One-on-one crisis counseling or psychological support during and after the incident.
- f. Family crisis counseling.
- g. Follow-up and referral for assessment and treatment, if necessary.

A Primer on Critical Incident Stress Management (CISM). George S. Everly, Jr., Ph.D., C.T.S. and Jeffrey T. Mitchell, Ph.D., C.T.S. The International Critical Incident Stress Foundation. 2010.

2. Security Team Leader or designee should activate the CISM strategy immediately.

### Continuity of Operations Plan (COOP):

1. Is your place of business still accessible after the critical incident?
2. Consider a temporary relocation of your place of business, if needed.
3. Analyze the impact of the critical incident on your business leaders, staff, and employees to assess their ability to continue their duties (see CISM above).

### Planning and Oversight Committee Review of the Critical Incident:

1. Review all reports filed by the Security Team and first responders.
2. Adjust security plan based on reports and lessons learned.
3. Update security plan and conduct new training.
4. Provide copies of the new security plan to all first responders within the community (i.e. sheriff, police, fire, EMS).

## References-

The North Carolina Sheriffs' Association

A Primer on Critical Incident Stress Management (CISM). George S. Everly, Jr., Ph.D., C.T.S. and Jeffrey T. Mitchell, Ph.D., C.T.S. The International Critical Incident Stress Foundation. 2010.

Burke County Sheriff's Office: Church Security and Safety

Cleveland County Sheriff's Office: Letter to House of Worship Leaders and Congregates

Colonial Baptist Church: Security and Safety Start Up Information

Edgecombe County Sheriff's Office: A Guide to Church Safety

FBI Critical Incident Response Group: Guide for Developing High-Quality Emergency Operation Plans for Houses of Worship

Halifax County Sheriff's Office: Church Watch

Haywood County Sheriff's Office: House of Worship Security Training

Hoke County Sheriff's Office: Safety and Security Training (Protecting your Place of Worship against Violence)

Mooresville Police Department: House of Worship Security Training

The Wayne County Sheriff's Office, Richmond, In.