**After Action Review (AAR)**

**3/3/2022**

Completed Sample

Active Shooter Drill



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## EXERCISE OVERVIEW

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| **Exercise Name** | **Active Shooter Exercise** |
| **Exercise Dates** | Wednesday, March 3, 2022; 12:30 PM - 1:30 PM |
| **Scope** | This exercise was a real-life scenario planned for 1 hour at sample facility. It included all day-shift employees, as well as students and visitors present during the drill. |
| **Mission Areas** | * Protection * Mitigation * Response |
| **Core Capabilities** | Fatality Management Information Sharing Operational Coordination  Public Health and Medical Services. |
| **Threat or Hazard** | Active Shooter |
| **Scenario** | An unidentified person entered the back entrance of the facility and was armed with a handgun. He walked the facility partway through, then turned around and exited the building walking towards the front entrance. |
| **Participating Organizations** | Facility Leadership Observers: 3  Facilitators: 1  Police Captain: 1 |
| **Point of Contact** | John Doe, Terrorism Liaison Officer Ext. 82277 |

## GENERAL INFORMATION

### Exercise Objectives and Preparedness Capabilities

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| **Exercise Objective** | **Core Capabilities** |
| Objective 1: Identify and evaluate plans for response and mitigation of potential Active Shooter event. | **Planning** |
| Objective 2: Assess the roles and effectiveness of coordination between public safety officials and KHSB in reacting to an Active Shooter event in accordance with existing plans. | **Information Sharing** |
| Objective 3: Examine and evaluate facility incident response plans used during an Active Shooter event. | **Planning** |
| Objective 4: Identify and evaluate response, mitigation, and recovery actions associated with an Active Shooter event at their facility. | **Risk Management** |
| Objective 5: Identify gaps, redundancies, developmental activities, and best practices in standard procedures in response to an Active Shooter event. | **Risk Management** |

**Table 1. Exercise Objectives and Associated Capabilities**

### Participants:

The participants for the exercise were as follows:

🞗 Terrorism Liaison Officer

🞗 Director of Quality Management

🞗 Security

🞗 Pharmacist

🞗 Facilities

🞗 Police Department Captain

### Exercise Report

The purpose of this After Action Report is to provide a brief analysis of the results from the Active Shooter Exercise. This Active Shooter Exercise was developed to practice the coordination and communication activities in an Active Shooter scenario impacting . The exercise provided a unique opportunity to understand, prepare and respond to any similar incidents that may occur in the future. Additionally, the After Action Review (AAR) provides an opportunity to evaluate and address facility operations related to security.

As the Team worked through each Module section, the evaluators documented the discussions and specific issues that were deliberated over by the participants. In many cases the participants basically walked themselves through the issue in order to understand the situation and what the appropriate response should be. The issues discussed have been detailed and placed under the appropriate Module which pertained to those comments.

When issues came up during discussions that required specific actions to correct a deficiency in our procedures or policies, the recommendations were noted as an “Action Item” under the Module associated with the needed action. Additionally, the information regarding action items can also be found below.

The Active Shooter exercise will help identify weaknesses in our plans and procedures and also identify areas of strength in our response capabilities. As such, strengths are identified.

### Scenario

A white male enters your facility back door near, has a handgun and shoots the unit secretary. He then shoots at a visitor who comes out of a room to see what is going on. Employees start yelling “Active Shooter, tall white male in all black, coming

from back door entrance.” An employee hears the noise and walks toward the main lobby to investigate. The shooter fires at the approaching employee, but the employee dives for cover and the shooter misses. The shooter continues into the building, then decides to leave through the same door, making his way towards the front of the facility. Employees start yelling “Active Shooter now alongside the building walking towards front of the facility. An employee already outside from hearing the first shot calls 9-1-1.

### Strengths & Areas for Improvement

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| --- |
| **Overall Debrief Notes (List strengths identifies as well as areas needing additional attention)** |
| **Strengths:**   * Interagency Collaboration * Facility Participation * Communication * Acting/ Shooter * Realistic   **Areas for Improvement:**   * Staff member opened the back door allowing the shooter to enter; this is a combination pad. No one should be allowed to enter by knocking. * Departmental Communications, particularly off-site administrative building * Mass Notification * Code Activation * Many doors opened or unlocked * Family Reunification * Use of ReddiNet |

# Prevention

The full capability level can be attributed to the following strengths:

*Strength 1:* Ability to lock and close doors

*Strength 2:* Training on Run, Hide, and Fight

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

*Area for Improvement 1:* Practice lockdown procedures

*Area for Improvement 2*: Front door is unable to lock which is a safety hazard

*Area for Improvement 3:* No cameras to be able to monitor, prevent or assess any actual or potential hazards

# Protection

The full capability level can be attributed to the following strengths:

*Strength 1:* Recent active shooter training

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

*Area for Improvement 1:* Train officers on active shooter and assisting with evacuation

*Analysis:* The security officers have no weapons and are vulnerable targets for those with weapons. Training them on how to avoid being targeted and shot/ killed is vital to their survival while assisting others.

# Mitigation

The full capability level can be attributed to the following strengths:

*Strength 1:* Run, Hide, and Fight initiated and implemented/ executed

*Strength 2:* Met first responders and directed them to “Hot Zone” - active shooter and victims

# Areas for Improvement

The following areas require improvement to achieve the full capability level:

*Area for Improvement 1:* Establish Incident Command and communicate with County Agencies, incorporate into exercise

*Area for Improvement 2:* Improve mass communication and internal notifications to ensure all are aware of incident/

*Analysis:* Maps, badges, doorstops/ labels are needed in some type of “Go Bags” to help Law Enforcement with responding to the active shooter location. Meeting Law Enforcement in a “Cold or Warm Zone” can assist with improving response time and mitigating the potential for casualties/ death. Reviewing and enhancing policies and management plans to reflect internal procedures for managing active shooter incidents was identified by the EM Committee. Practice in the form of table top exercises are beneficial and should include local county EMS leadership.

*Reference:* CDC guidelines for screening, PPE and social distancing

# Response/ Recovery

The Full capability level can be attributed to the following strengths:

*Strength 1:* Timely and efficient response from Gardena Police

# Areas for Improvement

The following areas require improvement to achieve the full capability level:

*Area for Improvement 1:* We should identify a room where we can treat casualties, pending emergency assistance to transfer to a higher level of care

*Analysis:* Opportunity for improvement focuses on communication and lockdown procedures. Establishing an Incident Command Center needed upon request based on safety and response criteria.

*Reference:* Guidelines for Restoration to Normal Operations

**Appendix A: Corrective Action/Improvement Plan**

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| **Objective** | **Issue/Area for Improvement** | **Corrective Action Plan of Action** | **Critical Element Impacted** | **Primary Responsible Organization** | **Start Date** | **Completion Date** |
| **Prevention** | Security Training | Train on identification and weapons | **Staff Roles and Responsibilities** | Emergency Management Officer (EMO)/Security | 4/1/2022 | pending |
| Ability to lock down main facility – door unable to lock | Conduct risk assessment for lockdown | **Safety/ Security** | EMO, Security, CFO, Facilities Management | 6/2/2022 | 6/28/2022 |
| Review lockdown procedures and drill response | **Staff Roles and Responsibilities** | Security and COO | 3/15/2022 | 3/20/2022 |
| **Prevention** | No | Administration | **Safety/ Security** |  | 3/15/2022 | 3/20/2022 |
| cameras to be able to  monitor, prevent or | to identify appropriate company to install cameras. |  | COO and CFO |
| assess any |  |  |  |
| actual or |  |  |  |
| potential |  |  |  |
| hazards |  |  |  |
| **Protection** | Have “Go  Bags” to meet/ | Train with local police | **Staff Roles and Responsibilities** | Security, Local Law Enforcement, COO | 6/2/2022 | 6/15/2022 |
|  | interact with law  enforcement during active |
| Prepare “Go Bags” | **Resources and Assets** | Risk Director,  Security, and COO | 6/7/2022 | 6/10/2022 |
|  | shooter |  |  |

|  |  |  |  |  |  |  |
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| **Objective** | **Issue/Area for Improvement** | **Corrective Action Plan of Action** | **Critical Element Impacted** | **Primary Responsible Organization** | **Start Date** | **Completion Date** |
| **Mitigation** | Establish Incident Command Center | Activate command center | **Communications** | House Supervisor, CNO, CEO | 3/15/2022 | Ongoing |
| Assign roles | **Communications** | House Supervisor, CNO, CEO | 3/15/2022 | Ongoing |
| Improve Mass Communication and Internal Communication | Utilize Everbridge to send Mass Notification | **Communications** | Emergency Management Officer | 3/15/2022 | Ongoing |
| Utilize Email to entire house to update staff | **Communications** | Emergency Management Officer | 3/15/2022 | Ongoing |
| **Response/ Recovery** | Identify area to recover/treat casualties | We should identify a room where we can treat casualties, pending emergency assistance to transfer to a higher level of care | **Safety** | Facilities Manager | 3/15/2022 | Ongoing |