



TPOP + BRIVO
WEBINAR FIELD GUIDE

WHEN SECONDS MATTER:

RESPONDING TO ACTIVE ASSAILANTS IN QSR SETTINGS

Protect your team and fortify your business: recognizing the threat, hardening the store, and Run, Hide, Fight when it counts.



RECOGNIZE EARLY

Most attacks give warning. Know the signs, and make it easy for your crew to report them.



RUN, HIDE, FIGHT

A three-dimensional plan for the first seconds, explained for a building that is mostly open space.



PREPARE AND RECOVER

Harden the store, meet your duty of care, and plan the recovery before you ever need it.



PROTECT YOUR TEAM. FORTIFY YOUR BUSINESS.

About This Field Guide

This guide is the written record of a live webinar presented by The Power of Preparedness (TPOP) with Brivo on September 17, 2026. It is built to be used rather than filed. Active shooter events are rare, and that is exactly why most restaurant teams have never rehearsed one; when it happens, the first seconds belong to whoever is standing at the counter, not to the police. Operators get the business case, the warning signs that precede most attacks, and the physical and training measures that buy time. Crews get Run, Hide, Fight explained for a building that is mostly open space. Managers get the recovery checklist for the hours and weeks that follow, and the duty-of-care and insurance conversation they will eventually have with counsel and a broker.

■ The Power of Preparedness (TPOP)

A national leader in workplace-violence prevention training, trusted by restaurant, grocery, and hospitality brands large and small. Its scenario-based micro-lessons turn readiness into instinct across food service, retail, healthcare, manufacturing, and hospitality, building confidence rather than fear.

Learn more at thepowerofpreparedness.com

■ Brivo

A cloud-native security platform that unifies access control, video surveillance, visitor management, and intrusion monitoring in one login and one shared view, so multi-site operators can manage entry, verify events, and respond from anywhere.

Learn more at brivo.com

YOUR PRESENTERS



Dan Stechow

President & CEO, TPOP

Presented the session and led the discussion on preparedness, Run, Hide, Fight, and recovery in quick-service restaurants. Believes education, creativity, and technology can change behavior at scale.



Aaron Hancart

Global Account Executive, Brivo

Fifteen years running asset protection and loss prevention teams before moving to the solution-provider side. Co-presented the session and brought the physical-security perspective: violence types, warning signs, reporting culture, and the measures that deter and buy time when seconds matter.

HOW TO USE THIS GUIDE

Read it once end to end, then use it in pieces. Part 2 is a pre-shift topic on its own: what to notice and how to report it. Part 3 is a walk-through for a general manager and whoever handles facilities; do it with the floor plan in hand. Part 4 is the crew section and the one to revisit; Run, Hide, Fight only works if people have thought it through for their own building before they need it. Parts 5 and 6 are for ownership, counsel, and your broker.

WHAT'S INSIDE

- **Part 1** Why This Conversation Matters Now
- **Part 2** Recognizing the Threat Before It Escalates
- **Part 3** Preparedness, Training, and Culture
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- **Close** Take-Aways, the Reframe, and Q&A Highlights

DISCLAIMER

This field guide is provided for general informational and educational purposes only and does not constitute legal, security, insurance, or professional advice. It summarizes a live training session and reflects the views of the presenters, not necessarily those of their organizations. Organizations should consult qualified professionals and local law enforcement when developing violence-prevention, safety, or emergency-response policies. No response technique guarantees safety; every situation requires judgment in the moment.

WHY IT MATTERS

The Painful Costs of Shooting Events

Aggregate and downstream costs often go unmeasured.

The first cost of an active shooter event is human, and nothing in this guide pretends otherwise. But operators who fund preparedness also need the business case, and it is stronger than most expect. The bill for a shooting arrives in waves: the immediate closure and the people who never come back to work, then the months of management attention, legal exposure, and insurance pressure, and finally the slow erosion of guest confidence in a location the community now associates with the worst day it ever had. Most of these costs never appear on a single line of a P&L, which is why they are so easy to underestimate in advance.



What It Costs	How It Shows Up
Employee turnover	Crew who lived through it quit, and the ones who hear about it are harder to hire. Replacement cost compounds across a whole store.
Lost productivity	Closure for the investigation, then a reopened store running short-handed with a shaken team.
Manager distraction	Weeks of interviews, insurance paperwork, media, and staff support instead of running the business.
Legal and liability	Duty-of-care claims turn on what was foreseeable and what reasonable, documented steps were taken beforehand.
Insurance pressure	Claims history and readiness both affect insurability, premiums, and the conditions carriers attach to coverage.
Lost customers and reputation	Guests do not separate the event from the brand. Recovery of trust takes far longer than the reopening.

PART 1

Why This Conversation Matters Now

"The idea that no one got shot on my property last year means we really don't have to worry about these things is just flat-out inaccurate."

— Dan Stechow, TPOP

Why This Matters Now

Restaurants are uniquely exposed, and preparation pays off.



- **Open to the public and busy**

Anyone can walk in, at any hour you are open.

- **Guests and employees both to protect**

Two populations, one duty of care.

- **Often open late with small or dispersed teams**

The drive-thru at midnight is staffed nothing like five in the evening.

- **Preparation measurably improves outcomes**

Rare events, but not random ones.

A quick-service restaurant welcomes the public from early morning until late at night, which is the whole business model and also the whole exposure. Late shifts run on skeleton crews. The dining room, the counter, the drive-thru, and the parking lot are all open ground. Nobody is suggesting a QSR should operate like a courthouse; the point is that these are the conditions a plan has to work in. Active shooter events remain rare, but how they unfold and who survives them is not left to chance, and the difference is almost always what was decided and practiced before the day arrived.

"This can happen anytime, anyplace. These are not all inner-city locations prone to gunfire and gang violence. Sometimes it's the burbs, sometimes it's the sticks."

— Dan Stechow, TPOP

Real-World Events

Tragic events that QSRs have endured.

■ **August 1, 2026, Twin Falls, Idaho**

3 killed, 7 wounded.

■ **February 19, 2024, Indianapolis, Indiana**

1 killed, 5 wounded.

■ **April 11, 2026, Union Township, New Jersey**

1 killed, 6 wounded.

■ **May 4, 2023, Moultrie, Georgia**

3 killed.

These are not distant statistics. They are quick-service restaurants in ordinary towns, and two of the four happened this year. The brands were deliberately left off the slide; nothing here is meant to shame an operator, and a decent afternoon of research would turn up dozens more over the last decade alone. Each one started as a normal shift for the people working it. Preparedness does not promise that an event like these never reaches your store; what it changes is what your people do in the first seconds when it does.

The Risk Is a Business Issue

The impact reaches far beyond the incident itself.



■ **Life safety comes first**

People are the priority, always.

■ **Liability and duty-of-care exposure**

Foreseeability and reasonable steps decide it.

■ **Brand and guest confidence**

The location carries the memory.

■ **Insurance and continuity implications**

Readiness affects both.

For an owner or operator, a shooting is a human tragedy first and a serious business event second, and the second part lasts for years. Aaron Hancart cited the industry estimates: workplace violence as a whole runs to roughly \$36 billion a year, and an active shooter or active assailant incident costs the organization on the order of \$1.5 million before court costs and payouts. Whether you own three locations or three hundred with a corporate office, framing preparedness as protection for people and for the business is what moves it from the someday list to this quarter's plan.

PART 2

Recognizing the Threat Before It Escalates

"You look at any of these incidents, and you watch the media interviews afterwards, and everybody has this light bulb moment: such and such did make these comments, they were acting differently. Maybe I should have said something."

— Aaron Hancart, Brivo

Understanding Violence Types

How the terms differ, and where they overlap.

■ Targeted violence

Premeditated, aimed at a chosen person, group, or place, along an observable pathway.

■ The overlap

Most active shooter attacks are premeditated, though the victims are usually random.

■ Active shooter

The sudden event in progress, usually with no pattern to victim selection.

■ Active assailant

Broader still: knives, vehicles, and explosives, not just firearms.

Two terms describe this danger from different angles. Targeted violence is the threat assessment term: the attacker chooses a target and moves along a pathway before acting, which is the window in which an attack can be prevented; usually there was an incident behind it, poor customer service or a domestic issue that followed someone to work. Active shooter is the operational term for the event in progress: planned in advance, but once the bullets start flying, anybody can be collateral damage. Active assailant is the newer, broader term, because not every attack involves a gun.

Violence Rarely Happens Without Warning

Most attackers move along an observable pathway.



■ Behavior often escalates over time

The pathway is rarely instant.

■ Warning signs are frequently visible

There is usually something to see.

■ Someone usually notices first

Often a frontline employee.

■ Early recognition creates options

Time is the advantage.

Most people who commit premeditated violence show observable behavior before they act, which means there is almost always something to notice and a chance to intervene. In a restaurant the person most likely to notice is not a manager or a security professional; it is the crew member who serves the same regular every morning or works beside the coworker whose mood has changed.

"You may not actually see those warning signs from the person who's going to commit the crime. You may see them from their relative, their spouse, whomever you work with."

— Aaron Hancart, Brivo

Warning Signs in Your Environment

What restaurant teams should notice.



- **Escalating anger or grievances**

The same person, angrier each time, and increasingly personal about it.

- **Concerning changes in an employee or guest**

A marked shift from that person's own baseline.

- **Threats or fixation on violence**

Direct or veiled statements, in person or online.

- **Unusual interest in prior attacks or weapons**

Fixation that goes beyond curiosity.

Warning signs can come from employees, former employees, or guests. No single sign is proof of anything, and most people who show one of them will never hurt anyone. What deserves attention is a pattern: grievances that keep escalating, a coworker who keeps bringing up one person in conversation when it has nothing to do with them, a regular whose behavior has visibly changed, an interest in weapons or past attacks that keeps coming up. Some of it surfaces before hiring, which is where pre-employment background checks earn their keep. Crews interact closely with the public and with each other every shift, which puts them in the strongest position of anyone in the organization to notice early.

"You might have a regular customer that comes in, somebody you see every single day, and then all of a sudden things start changing. It's a great opportunity to provide extra customer service and start trying to figure things out."

— Aaron Hancart, Brivo

Report and Evaluate Concerns

A concern only helps if it reaches someone who can act on it.



- **Make reporting simple, accessible, and stigma-free**

Low friction, no fear of sounding ridiculous.

- **Reporting is not accusing**

It is simply saying what you saw or heard.

- **Decide who reviews a concern**

Involve HR or counsel as needed.

- **Anonymous reporting capabilities are often best**

Some people will only speak up if they can do it anonymously.

Recognition is wasted if the person who noticed keeps it to themselves, and most people stay quiet for the same reason: they are afraid of sounding ridiculous or of over-exaggerating, so the sixth sense that kicked in never leaves their head. That is exactly the opposite of the culture you want. Say out loud that raising a concern is not the same as accusing someone, give people at least one route that does not require putting their name on it, and include social media in what counts as reportable; a coworker or a frequent guest posting something obscure is worth passing along. Then decide, in advance, who reviews a concern when it arrives, when to involve HR, security, or counsel, and how the follow-up gets documented so nothing falls through the cracks between stores.

"The culture you want to build is one where reporting is rewarded. It may turn out to be nothing, and that's just fine. Don't be the one making that decision on your own. Let your higher-ups decide what's important to follow up on."

— Aaron Hancart, Brivo

PART 3

Preparedness, Training, and Culture

"Failure to plan is planning to fail. You will fall to the level of your training. When the adrenaline spikes, you're not going to be able to figure it out on the fly. Your body and your brain will remember what you have trained for."

— Aaron Hancart, Brivo

Plan Before You Need To

The best decisions are made in advance.



■ A simple emergency plan

Written, shared, and actually known by the crew.

■ Exits and safe areas mapped

Known before the moment, including the back way out.

■ Clear roles and authority

Everyone knows who decides and who calls 911.

■ Coordination with local responders

Invite them in before they ever need to come.

A written plan gives everyone a shared framework before an incident, and for a QSR it does not need to be long. It needs to say where the exits are, including the ones through the kitchen, which rooms lock, who is in charge on each shift, and who makes the call to police. The last item on the slide is the one operators skip. No law enforcement agency plays favorites in the face of a terrible moment, but knowing who is who in that office, and having them know your building, helps in every kind of emergency. Any planning done ahead of time pays off in spades when you need it.

"Know the cops. Establish a relationship, have a conversation with them before an emergency, know who to talk to. Just having the relationship recognition is absolutely going to help you."

— Dan Stechow, TPOP

Harden the Environment

Small measures buy time and deter.



■ Controlled back-of-house and staff access

Limit who gets behind the counter and into the office, and be able to lock down at the press of a button.

■ Lockable offices and secure areas

Places to shelter that actually lock.

■ Visibility, lighting, and cameras

Deter, document, and let a manager and responders see what is happening.

■ Clear, unobstructed exits

Stock in front of a fire door is a hazard every day, not only this one.

Physical security in a restaurant is not a fortress; it is a set of layers that either deter an attacker or buy the crew time. Control who can get into staff-only areas, keep sightlines and lighting good inside and out, and make sure the rooms people would shelter in actually lock. The technology has moved a long way from a camera that records for the lawyers afterward. Modern access control can lock every door in the building from one button when something is happening outside, and Brivo pre-arranges camera sharing with participating police departments so that when 911 is called for your address, responding officers see your cameras live on the way in. Above all, keep exits clear.

"In the event that 911 is contacted for your location, we have already set up with that law enforcement agency the ability for them to automatically live view your cameras, so they know exactly what is happening and how to respond. It cuts down the time of response, and actually saves lives."

— Aaron Hancart, Brivo

Training and Culture Turn Plans Into Action

People respond the way they have practiced, when leadership makes it stick.



■ Plans fail without training

The body won't go where the mind has never been.

■ Everyone knows their role

Not only the managers.

■ Leadership sets the expectation and reinforces it

It comes from the top down, not from the day manager.

■ A blend of stand-up and online works best

In a business with 50 to 120 percent annual turnover, it has to be repeatable.

A plan on paper does not change behavior; training does. Under stress people fall back on what they have rehearsed, so familiarity is what reduces the hesitation that costs lives. Run, Hide, Fight is the core response framework, and it applies to any gun or weapon attack. The QSR complication is turnover: train everyone today and a fifth of the team can look different in six weeks, so the mechanism has to be welcome-to-the-company training that runs every time, whether that is a back room on a Tuesday afternoon or a computer-based module or both. And the fear that the topic will scare young crew out the door runs backwards. In 2026 violence is everywhere; people who work in this industry compare notes with friends at other restaurants, and the ones who were not offered the training are the ones who are upset.

"My company has been doing training for Chick-fil-A for almost four years now, and I've probably got 5,000 or 6,000 five-star reviews from frontline workers who were like, thank you, I really wanted to learn about this."

— Dan Stechow, TPOP

PART 4

Shots Fired: Run, Hide, Fight

"It's not run, then hide, then fight. It's one of the three, and that could change at any minute."

— Dan Stechow, TPOP

Run, Hide, Fight: Your Three-Dimensional Action Plan

Until you reach safety or the attack ends, you have one of three choices at any given moment.



■ Run

When you know where the threat is, get out and get others out.

■ Fight

A last resort when you cannot run or hide. Commit, improvise, overwhelm.

■ Hide

When you cannot tell where it is coming from, lock, barricade, and stay out of sight.

■ Dynamic, not sequential

The right choice can change from one moment to the next.

Run, Hide, Fight is the standard framework for surviving an active shooter event, and the most important thing to understand about it is that it is not a checklist to be worked in order. TPOP has spent years adding one thing to it without diluting its clarity: dimensionality, which is why it is always presented here as a triangle. A crew member hiding in the office may get a chance to run when the shooter moves to the other end of the building. Someone running may be cornered and have to fight. Interviews with survivors say the same thing: even people who froze found that after a second or two the training kicked in and they knew which of the three to do. Teams should understand all three options well enough to move between them as the event changes, because the alternative is freezing.

"At any given moment in an attack, you've got one of three choices. You either move your behind, you hide where you can't be found, or if you have no other choice, you fight for your life. You might run to a hiding place and then suddenly be forced to fight."

— Dan Stechow, TPOP

Where Run, Hide, Fight Came From

A derivative of Stop, Drop, and Roll, taken national by DHS.

■ After Sandy Hook

The White House tasked DHS with a national response methodology.

■ Houston PD, on a FEMA grant

Was developing what became Run, Hide, Fight.

■ DHS surveyed the country

Law enforcement and vendors were all concocting something.

■ The same team took See Something, Say Something national

Two phrases most Americans now know.

The framework has a history worth knowing, and a personal one for TPOP; Dan told it on the session. After the killings at Sandy Hook Elementary, the White House tasked DHS with finding a response methodology for a kind of attack that was starting to happen everywhere. The DHS team that went around the country was led by Bill Flynn, later Dan Stechow's partner in this company and since passed away. Houston PD was building Run, Hide, Fight on a FEMA grant, modeled on Stop, Drop, and Roll. Bill's team brought it back, and it was nationalized on behalf of the White House.

It Never Sounds Like Gunfire

Firecrackers, construction, a car backfiring: the mind reaches for anything else.

■ Every account says the same thing

I thought it was fireworks. I thought it was a joke.

■ The sound is a loud cracker-boom

Inside or outside, it reads as a firecracker.

■ Nobody trains the sound

So the recognition has to be a rule, not a memory.

■ Assume the worst and move

Twenty seconds of waiting is the window you cannot afford.

Time and again, people hear gunfire and decide it is not gunfire. There is something in the way the mind works that cannot get around the idea that the noise is anything but a firecracker, a joke, construction, or a backfire, and every after-action account repeats the same list. Nobody trains what a gunshot sounds like. What survives all of that is a rule.

"If you hear something that sounds like fireworks, and it's not the Fourth of July, you should take it seriously. Better to assume the worst and move than to wait twenty seconds for someone to tell you what it is, because that's the window in which you could lose your life."

— Dan Stechow, TPOP

The First Seconds Matter Most

Many incidents are over before police arrive.



- **Most active shooter events last three to five minutes**

It ends fast, one way or the other.

- **Trained responses take over**

Practice is what shows up when thinking stops.

- **Early action saves lives**

The first seconds decide more than anything that follows.

- **Every location needs a plan**

No exceptions, no matter how quiet the neighborhood.

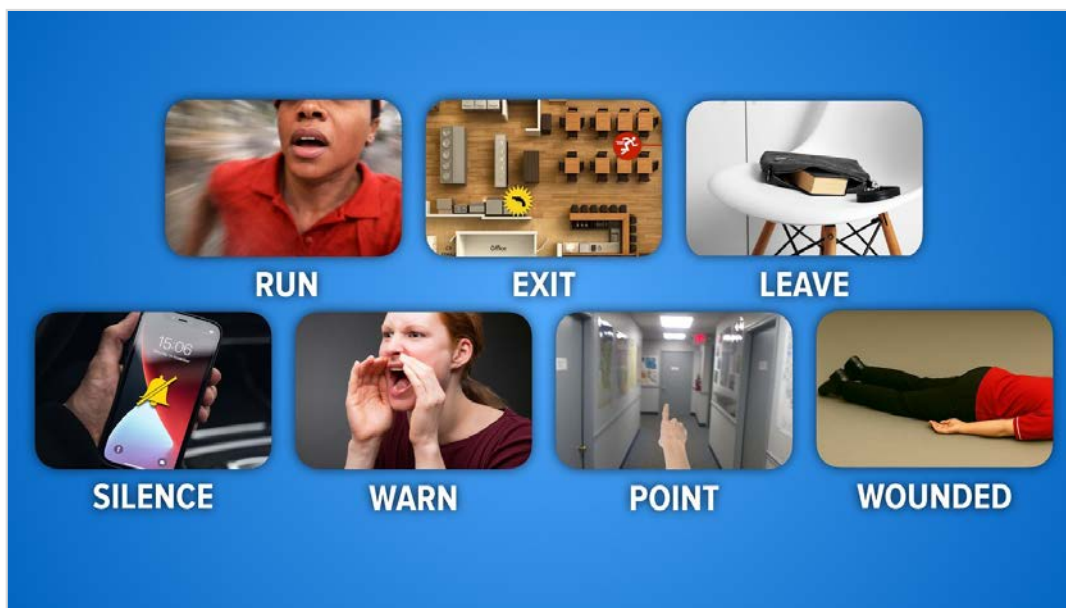
Active shooter incidents typically begin and end within three to five minutes, and the shooter is usually neutralized, takes their own life, or flees before police have a chance to arrive. Law enforcement has cut its own numbers dramatically; by Dan's recollection the national average response was roughly seven minutes when TPOP opened its doors in 2016 and is now under three. Even so, the people on site are their own first responders for the whole of the event. That places enormous weight on what happens immediately after the first pop-pop. Trained people recognize it sooner and move sooner; untrained people spend those seconds looking at each other.

"People who freeze are the people who lose their lives. If law enforcement were to tell you anything in a situation like this, it's just immediately move."

— Dan Stechow, TPOP

Run: Get Out, and Get Others Out

When you know where the threat is, it is as important to run *TO* safety as it is to run *FROM* danger.



- **Run, even if no one else runs, and have a destination**

The nearest exit away from the gunfire, including kitchen and delivery doors.

- **Warn and point**

Tell people what is happening and direct them to the exit as you go.

- **Leave everything, silence your phone**

This is not a robbery. Nobody needs the laptop.

- **Leave the wounded while the threat is active**

There is only one thing worse than one person shot, and that is two.

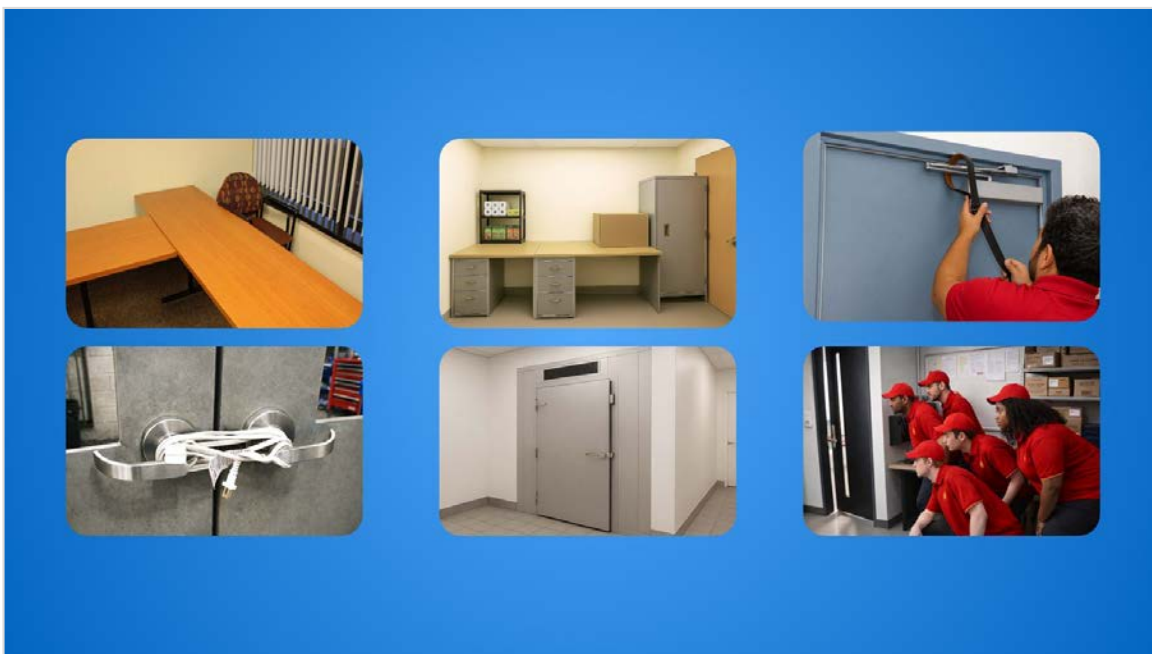
When a person can tell where the shooting is coming from, the priority is to run, and running needs a direction. Know the exits, including the ones guests never see, and move away from the threat toward one of them. Go even if others will not; it is not your job to get everyone to follow you, and it is not every person for themselves either. Leave belongings behind, silence the phone in case you end up hiding, and warn people along the way. The hardest instruction in this guide, and one DHS, the FBI, and law enforcement all give, is to keep going past someone who is down while the shooter is still active. There is a gray area that depends on proximity, but the principle stands. Once safe, call 911 with the location, a description, and the weapon.

"I would rather look stupid or crazy and go hide somewhere thinking something was happening, and it was just a firework, than the opposite: an actual shooting situation, and I stand there because I don't want to look dumb."

— Aaron Hancart, Brivo

Hide: Lock, Barricade, and Stay Out of Sight

When you cannot tell where the threat is coming from, do not become a target.



- **Hide when you do not know where the shooter is**

Running blind around a corner can put you in front of the gun.

- **A simple locked door works**

Attackers almost never take the time to break through one; they move on.

- **Find a lockable room with few windows**

The office, the stockroom, the walk-in.

- **No lock? Barricade**

Brace inward doors with heavy furniture; tie off outward doors and closers. Then lights off, phones silenced, and quiet.

Run if you know where the shooter is. If you just heard a loud bang and do not, hiding is the safer move, because running around the wrong corner is worse than a good hiding place. The goal is not just to be out of sight but to be behind something that locks: the manager's office, a stockroom, the walk-in cooler. Shooters know they have a minute or two, and their aim is carnage, not a locked door; in a quarter century of case studies since Columbine, stopping to break one down is close to unheard of. Where there is no lock, barricade with whatever is at hand. Where there is no door, crouch against the wall beside it, ready to pounce, because that is where hide tips into fight.

"It is so rare that that happens. They know they have a limited amount of time, and their goal is to inflict as much damage as possible. So if that door is fortified and they can't get in in about three to five seconds, they're moving on."

— Aaron Hancart, Brivo

Fight: Commit, Improvise, Overwhelm

A last resort when you cannot run or hide, but the shooter is not all-powerful.



- **Fight is a last resort, not a hopeless one**

Attackers can be stopped, and they often are.

- **Speed, aggression, and surprise create opportunity**

The attacker does not expect resistance.

- **Commit completely once you decide to act**

Yell, move fast, and do not stop.

- **People working together are far stronger than one alone**

Several from different angles at once.

When a person cannot run or hide and is face to face with the threat, fighting is the last resort, and it is a real option because the attacker can be stopped. It has to be within reach: across a gymnasium there is no fighting to be done, and if you cannot throw something far enough to hit them, they are not close enough to lunge for. Within that range, act first and with full force. The attacker has never been in a live environment either, whatever they rehearsed in their head, and will react like any human being when something is thrown at them. Half-measures are worse than none. Once the decision is made, commit completely.

"Begging never works. There is never a situation where you plead for your life. Fighting is absolutely a last resort, and completely commit. If this is really them or you, it's your job to make it home to see your family."

— Dan Stechow, TPOP

A Gun Points One Way at a Time

It cannot cover every angle at once.



- **One direction at a time**
Everyone outside that line has a moment.
- **Moving targets are hard to hit**
Even trained professionals miss one most of the time.
- **Most attackers are not professionals**
They planned it like a video game.
- **Angles are the opening**
Which is why numbers matter so much.

Even armed, the shooter is not all-powerful. A gun points in exactly one direction at a time, and everyone who is not in that line has a brief window. Moving makes a person far harder to hit even for an experienced professional, and most active shooters are nothing of the kind. When the gun is pointed away from you, that is the moment to make a move before it is trained back on you.

Every Gun Runs Empty

A limited number of rounds, and it has to be reloaded.



- **Limited rounds**
Every magazine has an end, even with spares.
- **Reloads take time**
Seconds of vulnerability.
- **Guns jam**
Frequently, and especially in inexperienced hands under stress.
- **That is the opening**
To run, or to act.

Every gun holds a limited number of rounds and has to be reloaded, and any gun can jam. In one attack a man hiding in a restroom was hit in the arm through the door; when the shooter paused to reload, he came out and tackled him, and everyone else piled on. There were still deaths, but far fewer than there would have been if he had not seen the reload for what it was. Between reloads and jams, that is the opportunity to do something.

Turn Anything Into a Weapon

Improvise from what is already within reach.

- **Anything sharp that can stab or slash**
Kitchen knives and utensils, scissors, even a pen.
- **Anything heavy that can be thrown**
Trays, spatulas, glasses, cans, mugs, chairs.
- **Anything that burns or blinds**
Hot coffee, pepper spray, and above all the fire extinguisher.
- **A restaurant is full of these**
More than almost any other workplace.

Everything around you is a weapon, and a kitchen is better supplied than most offices. Anything thrown at an attacker distracts them from their mission. The fire extinguisher does two jobs: spray it in the face to blind and disorient, then use the canister as a blunt object.

There Is Power in Numbers

When you must fight, fight together.



- **One person is at a disadvantage**
Several moving at once are not.
- **Attack together, from different angles**
Without warning.
- **Speed, surprise, and teamwork shift the balance**
The attacker's adrenaline is through the roof and they expect no resistance.
- **Use improvised weapons**
Everyone contributes something.

Most active shooters do not expect resistance. Several people moving at once, from different angles and without warning, overwhelm through shock, speed, and surprise. The image is staged, and the grim arithmetic behind it is real: one of those four crew members may be shot, perhaps two, but not all four if they go together.

"Just because we talk about fighting, that doesn't mean hand-to-hand combat. That doesn't mean wrestle them to the ground. Use whatever is around you, and the more people, the better."

— Aaron Hancart, Brivo

Knife Attacks and Other Weapons

These same principles also apply to knife attacks and other weapons.



- **With any weapon, an attacker still has limits**
No one is all-powerful.
- **Close range raises the danger**
The threat can be just as serious.
- **Run, Hide, Fight still applies**
Knife, vehicle, or otherwise.
- **Improvise and commit**
The same response principles.

With any weapon, an attacker still has limits, and if you are close to the threat, the danger can be just as serious as a firearm. Distance is the first defense against a blade: nobody throws a knife from across the street. Beyond that, the same framework applies.

Caught in an Open-Space Attack

Restaurants are mostly open spaces. Know how to use them.



- **Mostly open areas**
Dining room, counter, drive-thru lane, parking lot.
- **Few lockable rooms**
So line of sight and cover matter most.
- **Break the line of sight**
If the shooter can see you, you can be targeted.
- **Use what is solid, then move**
Duck behind it, decide where you are running to next.

A restaurant is largely open floor with only a few small rooms that lock, so TPOP asked what the next level of Run, Hide, Fight looks like in a space like that. If you find yourself being shot at, the answer is neither to stand there nor to charge; it is to duck behind something and, from there, establish where you are going to run to. Nobody wants you to duck behind something and stay there.

Cover That Actually Stops a Round

Impenetrable versus penetrable: bullets can pierce many items.



- **Concealment hides you**

But it will not stop a round.

- **Cover stops rounds**

Choose the thickest and heaviest available.

- **Counters, sinks, grills, and coolers**

Stainless steel, stone, and mass.

- **Then move**

Use cover to break the line of sight, then work toward an exit.

Staying out of sight is important, but you can still be shot if the object you are hiding behind can be penetrated by a bullet. A drywall partition or a tabletop conceals you; it does not protect you. The heavy pieces in a restaurant do: the counter line, a stainless steel sink, the grill or fryer bank, the walk-in, an equipment rack, a structural column. Use cover first to break the shooter's line of sight and then, when time and safety allow, to move toward an exit rather than staying put in the open.

"Concealing is hiding yourself out of line of sight behind something that can still be penetrated. Cover is hiding behind something that is impenetrable. Think of an engine block, or in a QSR environment, a cooler or the grill."

— Aaron Hancart, Brivo

Working With Responders

Help law enforcement help you.



- **Follow officer commands**

Do exactly as directed, immediately.

- **Keep hands visible and empty**

No phones, no bags, no sudden movements.

- **Do not run at or grab officers**

Let them get past you to the threat.

- **Share location, description, and details**

Where the shooter is, what they look like, who is hurt.

When law enforcement arrives, their first job is to neutralize the threat, not to treat the wounded or reassure the frightened, and they do not yet know who the shooter is. Your adrenaline will be through the roof, and how clearly you think in that state depends on how you are wired, which is why the rule has to be simple: listen to the officers. Keep hands raised and empty, avoid sudden movements, never run toward them or grab them, and let them pass. Anyone in the way for any reason is causing a problem, however frightened. Once clear, give them what they need fast: where the shooter was last seen, a description, the weapon, and who is injured and where. Medical aid comes after, from EMS.

"You need to listen to the officers. Don't run, don't grab them, follow their instructions, because they're not there to rescue you. They are there to take out the shooter."

— Dan Stechow, TPOP

PART 5

Duty of Care, Liability, and Insurance

"When you get in front of a judge and jury: What was your training? Yeah, we didn't have any. It's going to be a far different outcome than if you were like, we put these mechanisms in place, we filed these protocols, we hired these vendors."

— Dan Stechow, TPOP

Duty of Care and OSHA Expectations

Preparation is both a protection for people and a regulatory expectation.

- **A reasonable duty to protect people on site**
Employees and guests alike.
- **Planning and training support compliance**
And demonstrate good faith.
- **OSHA's General Duty Clause covers recognized hazards**
Workplace violence is increasingly treated as one.
- **General information, not legal advice**
Confirm specifics with counsel.

Duty of care is the responsibility to take reasonable steps to protect the people on your premises. Under OSHA's General Duty Clause, employers must provide a workplace free from recognized hazards, and workplace violence is increasingly treated as one; OSHA fines employers that fail to provide it and may pay a visit after a violent event. When someone dies, everyone gets sued, and a written plan, training records, and consistent practice are what demonstrate diligence. This is general information, not legal advice.

The Insurance Connection

Readiness and insurability go together.



- **Preparedness can support insurability**
And the terms you are offered.
- **Coverages and requirements vary**
By carrier, by policy, by state.
- **Understand what your policies address**
Before you need to file.
- **Talk with your broker early**
Not after the event.

Neither TPOP nor Brivo is an insurance provider, and the mechanism is exactly what you would expect. Being insurable means demonstrating a level of duty and care, and an operation that keeps generating incidents will see its premiums climb. Coverages and requirements vary widely, so the practical move is simple: read what your policies actually address, make the broker your friend, and have that conversation while the store is quiet rather than the week after.

PART 6

Recovery and Business Continuity

"You are immediately in a crime scene. You can't touch anything, you can't go back for your wallet."

— Dan Stechow, TPOP

Response Doesn't End With the Threat

Recovery begins immediately.



- **Account for people**
Every employee and, as far as possible, every guest.
- **Begin reunification**
Families will arrive before the scene is cleared.
- **Provide and coordinate medical aid**
Bridge the gap until EMS reaches the injured.
- **Preserve the scene for investigators**
Nothing gets cleaned up until they say so.

Recovery literally begins the day of. Once the immediate threat ends, attention turns at once to accounting for people, giving aid, and reconnecting employees with the families who are already on their way. These first hours are chaotic without a plan, and the plan has to exist beforehand: who counts heads and against what list, where families gather, who speaks to the police and who speaks to the media, and the understanding that the store is now a crime scene that nobody touches until investigators release it. Clear roles reduce confusion at the moment nobody is thinking clearly.

"People are going to need your attention on a number of fronts, especially those of you who are in leadership positions."

— Dan Stechow, TPOP

Medical Readiness Saves Lives

Simple preparation bridges the gap to EMS.



■ Stock trauma and bleeding-control kits

Within reach, not locked in the office.

■ Know your nearest resources

Trauma center, fire station, urgent care.

■ Train Stop the Bleed basics

A short course, a high-impact skill.

■ Plan for rapid access

Kits, exits, and a place for EMS to stage.

In the minutes before EMS reaches the injured, basic bleeding control saves lives, and it is one of the highest-impact, lowest-cost investments an operator can make. In these events people bleed out, into their own bodies or from exit wounds, before EMS can get to them. Stock trauma kits where the crew can reach them, put a few people through Stop the Bleed as part of the same training, and know where the nearest trauma center is before anyone has to ask.

"It isn't TV, it isn't the movies. You don't take one in the gut and march a hundred miles to the fort because you're real tough. People die really quickly, and knowing what to do to help people get through that can really matter."

— Dan Stechow, TPOP

Supporting People After the Event

The human recovery lasts far longer than the incident.



- **Provide mental health support**

From the first day, not after the reopening.

- **Communicate openly and often**

Silence reads as indifference.

- **Offer EAP and resources**

And make sure people know how to use them.

- **Watch for delayed effects**

Some of the hardest weeks come later, and some people will never show it.

The emotional impact lasts well beyond reopening. Millions of people who lived through 9/11 still react to the images every anniversary, and a shooting in a small restaurant does the same thing to the people who were in it. Visible leadership, open and frequent communication, and easy access to counseling and an employee assistance program are essential, and some effects surface weeks or months later in people who seemed fine at first, particularly the ones wired to treat showing emotion as weakness. Reopening is deliberate: coordinate with investigators, manage what is said publicly, and engage the insurance claim early. A continuity plan prepared in advance shortens the path back for the business and for the people in it.

"Everybody's traumatized forever. People are changed forever by these events, and any mental health support, communication, or employee assistance programs you can offer really matter."

— Dan Stechow, TPOP

CONCLUSION

Five Take-Aways

Prepared operators protect their people, their guests, and their business.

1 Recognize and report warning signs early

Most of these things do not come out of the blue. Make it easy and stigma-free to say something.

2 Prepare facilities, plans, and people

Decide in calm time: exits, locks, roles, and a walk-through with local responders.

3 Train teams to act without hesitation and use Run, Hide, Fight

Skip the trademarked acronyms. If a shot rang out in the next room and you were trying to remember the third letter, it is not doing its job.

4 Culture and training carry it across every location

Top down. Leadership sets the expectation; short, repeated training keeps it current through turnover.

5 Plan for recovery, continuity, and the insurance side

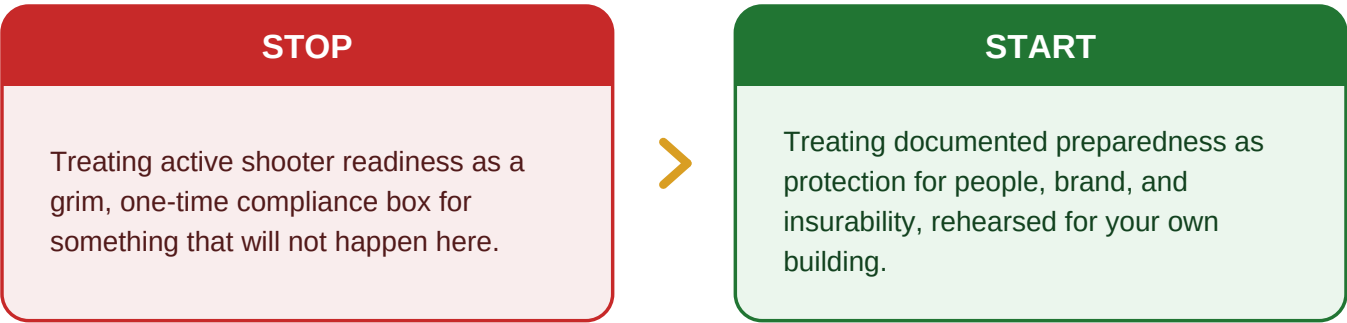
Medical readiness, people support, and a broker conversation before you ever need one.

THE GOAL IS CONFIDENCE, NOT FEAR

Most premeditated attacks give warning signs, and preparation is what turns a catastrophic event into a survivable one. Recognize risk early, plan and train in advance, and prepare to recover. That is what protects both people and the business.

Stop Waiting for It to Feel Likely

The objection that stops most active shooter preparedness is not cost; it is probability. It has never happened here, so it does not feel like this year's problem, and the binder stays on the shelf. Booked that way, readiness gets deferred every budget cycle. Booked as what it actually is, a small, one-time investment that decides how the worst day unfolds and what the business owes its people, it earns a permanent line, and the conversation stops being about whether to do it.



Move	What It Looks Like
Play What If	Take one more hour with your leadership and walk through what would happen to your people and your business if it happened today.
Walk the building	Exits, locks, cover, and a visit from local responders before they ever need to come.
Fix the cheap things first	Clear the back door, fix the office lock, light the parking lot.
Train everyone, briefly, often	Short online modules for reach, a few minutes of stand-up for judgment, repeated through turnover and at least annually.
Stock the kit	Bleeding-control supplies within reach and a few people trained to use them.
Call your broker	Find out what your policies address and what readiness your carrier expects, now.

Q&A Highlights

Real questions and answers from the session's live Q&A, lightly condensed.

Q What is the most common preparedness gap you see in restaurant operations?

The most common gap would actually be the retraining. We often focus right off the bat when they are hired, and it's part of new-hire training, but we forget that this is something that needs to be reiterated, at least on an annual basis. Dan Stechow added: checking the box isn't enough. This is not one and done. That's one of the advantages of e-learning: welcome to the company, go ahead and take the training. It's on access; you click the button and you take it.

— Aaron Hancart, Brivo, and Dan Stechow, TPOP

Q Does being prepared actually affect our insurance?

Neither of us is an insurance provider, but I can guarantee you the answer is yes. Aaron Hancart added: I've worked for organizations and been part of getting the insurance solidified, and seen the premiums drop based on how well we were prepared. It goes to an actuary, an underwriter, who is looking at all these details: the training, your cameras, what you're doing. If you have nothing, odds are your premiums are going to be higher, and if an incident does occur, they're going to drop you, and it's going to be very hard to get another carrier to pick you up. If you had everything in place beforehand, even if an incident does occur, they know you took all the precautions necessary. One, you probably won't get dropped. Two, if you do, it'll be easy to find somebody else. And from a litigation standpoint, I've had to provide the video and the training records that say yes, we trained on workplace violence, these are the precautions we took. Humans are humans and they're going to do human things, and everybody understands that. But if you can't show exactly what happened and what you did to prevent it, you are going to be on the hook.

— Dan Stechow, TPOP, and Aaron Hancart, Brivo

Q If everyone could do one thing this week to be better prepared, what would it be?

Aaron Hancart: Besides giving us a call, there is a phenomenal movie that portrays the fluidity of an active shooter situation. It's called Run, Hide, Fight, and it's the best I've seen in this space, because they show that fluidity: they're hiding here, now they're running, now they have to fight, and they're running again. Dan Stechow: Were I you, having just given us an hour of your business life, take another hour with a couple of other leaders from your organization and just play What If. What if someone got shot today? What if someone ran in the door with an automatic weapon? Play it out. Chances are none of this is completely novel, but really sit down and connect the dots: what would happen to my people and to my ability to keep my business running, and then connect that to everything we talked about here, culture, preparedness, people, technology, training.

— Aaron Hancart, Brivo, and Dan Stechow, TPOP



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