

# EMERGENCY AND SAFETY PLANNING FOR HOUSES OF WORSHIP & FAITH COMMUNITIES

OCTOBER 10, 2023

CONWAY FIRE TRAINING ROOM, CONWAY, NH

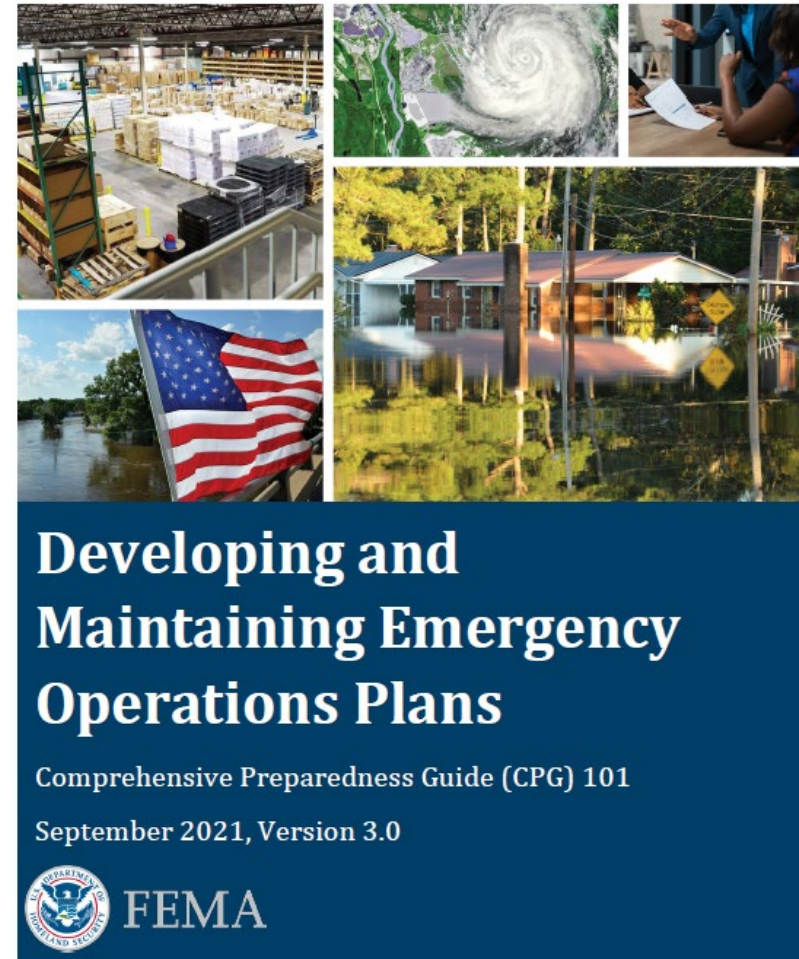


# Emergency Planning for All Incidents

- FEMA 2018-2022 Strategic Plan
  - Build a Culture of Preparedness
  - Ready the Nation for Catastrophic Disasters
  - Reduce the Complexity of FEMA
- CPG 101 v 3.0
  - Alignment to 2021 Doctrine
  - More Inclusiveness
  - Updated 6-Step Planning Process



<https://www.fema.gov/emergency-managers/national-preparedness/plan#cpg>



Jason Climer  
October 10, 2023

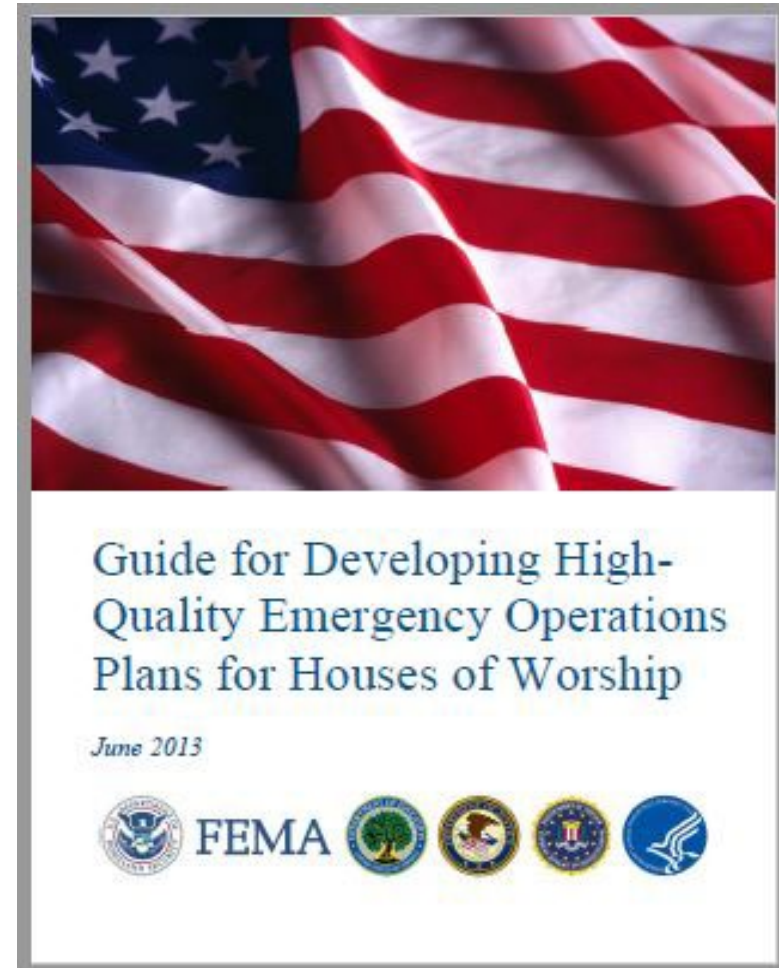
# Faith Based Emergency Planning Principles

- Planning considers all threats and hazards
- Planning considers all setting and all times
- Planning provides for the access and functional needs of the whole house of worship community
- A model EOP is created by following a collaborative process



<https://www.fema.gov/sites/default/files/2020-07/developing-eops-for-houses-of-worship.pdf>

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October 10, 2023



# General Planning Fundamentals

- All emergency plans must be community-based, representing the whole population and its collective needs
  - Understand the unique needs of your community
  - Access and Functional Needs
  - Children
  - Pets and Animals
  - Historical Artifacts and Buildings



<https://www.cityofwestminster.us/EmergencyManagement>

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October 10, 2023

# General Planning Fundamentals

- Planning needs to include input from all stakeholders
  - Emergency Management Director (EMD) & First Responders
- Plans must consider all threats and hazards
- Plans need to be flexible and scalable to address both the minor and the catastrophic





# The 6-Step Planning Process



For more information, please see **Developing and Maintaining Emergency Operations Plans (Comprehensive Preparedness Guide [CPG] 101), Version 3.0**



<https://www.fema.gov/emergency-managers/national-preparedness/plan#cpg>

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# Essential Courses of Action

Reporting

Notification

Evacuation

Shelter in Place

Emergency Responder Coordination

Access Control

Accountability

Communications Management

Short-Term Recovery

Long-Term Recovery



Courses of action address the what/who/when/where/why/how for each solution.



# Goals and Objectives

## Example: Goals and Objectives for an Evacuation Function

For an evacuation function, three possible goals and associated objectives include:

*Function Goal Example 1 (Before):* Ensure all persons know their evacuation route.

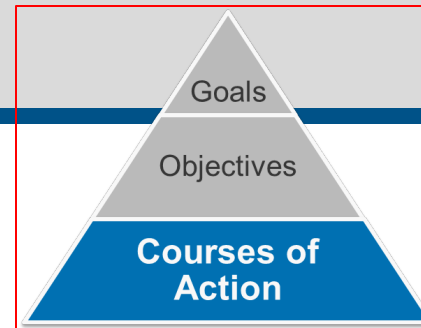
- *Objective 1.1:* Assess, identify, and communicate the location of assembly points to be used during an evacuation.

*Function Goal Example 2 (During):* Evacuate the house of worship immediately.

- *Objective 2.1:* All persons will evacuate the house of worship using assigned routes.

*Function Goal Example 3 (After):* Confirm that all persons have left the building.

- *Objective 3.1:* Safely sweep the building.





# Effective Notification Message

## Immediate

- Rapid implementation

## Receivable

- At or away from work station
- By persons who may have impairments

## Understandable

- Clear and concise
- To persons who may not speak English

## Credible

- Delivered from trusted sender



# Drafting and Reviewing the Plan

## Best writing practices

- Use simple language
- Use short, active voice sentences
- Give enough detail to convey easily understood, actionable guidance
- Focus on mission guidance

## Plan review criteria

- Adequacy
- Feasibility
- Acceptability
- Completeness
- Compliancy



# Tools to Help Planning and Execution

- The Power of Hello
- De-Escalation Series
- HOW FB Self-Assessments
- Additional Resources



# Employee Vigilance through the Power of Hello



Promotes  
employee  
vigilance



Alert personnel can  
spot suspicious  
activity and report it



Used effectively, the  
right words can be a  
powerful tool



OBSERVE



INITIATE A HELLO



NAVIGATE THE RISK



OBTAIN HELP

The OHNO approach – **Observe, Initiate a Hello, Navigate the Risk, and Obtain Help** – helps employees observe and evaluate suspicious behaviors, empowers them to mitigate potential risk, and obtain help when necessary.



<https://www.cisa.gov/publication/power-hello-resources>

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# The De-Escalation Series

DE-ESCALATION SERIES FOR CRITICAL INFRASTRUCTURE OWNERS AND OPERATORS DRAFT

## RECOGNIZE

How You Can Notice the Warning Signs of Violence

Co workers, friends, and family are often best positioned to recognize the warning signs in someone who may be on a path to violence.

People who resort to violence are often driven by a combination of predispositions, personal or professional stressors, and assorted resentments.

### KEY POINTS TO REMEMBER

- Stressors**
  - A person's behaviors and communications are often disclosed through nonverbal means. Pay attention to what people are saying through facial expressions, emotions, and body language.
  - Individuals are unique and will likely not discuss intentions or needs in a uniform manner. Behaviors that some people find troubling or threatening may very well be someone's way of asking for help.
- Changes**
  - People have bad days. They can become sad, argumentative, or angry; this does not mean there is intent to cause harm.
  - Confirmation of a threat requires a solid understanding of context and a realistic assessment of the person's circumstances and stressors.
- Behavioral Indicators**
  - When you report, you create an opportunity to prevent potentially violent situations.

**When you notice the warning signs, you can help prevent violence in two primary ways. One applies to urgent situations when violence may be occurring or is imminent. The other enables you to help people by reporting your observations.**

**Clearly communicate the threat while seeking safety**  
If you recognize that a hostile act is occurring or is imminent, remove yourself from the situation and seek safety while communicating the threat and suggested response in a loud, clear voice (e.g., "Clint" "Ruff" "Burst" "Get Out").

**Inform others**  
If you recognize a warning sign and there is no imminent threat, inform others of what you have seen or know. Tell a supervisor, manager, security guard, or other employee or team member.

This document describes activities and behaviors that may be concerning or indicative of impending violence. Some of these activities while concerning, may be constitutionally protected and should be reported only when there are sufficient facts to support a rational conclusion that the behavior represents a potential threat of violence. Do not report based solely on protected activities, or on the basis of race, religion, gender, sexual orientation, age, disability, or a combination of only such factors. In addition, be aware that critical infrastructure owners and their operations may also be targeted based on these factors.

## Recognize

the warning signs for someone on a pathway to violence, identify stressors, changes in baseline behavior, and observable behavioral indicators.

DE-ESCALATION SERIES FOR CRITICAL INFRASTRUCTURE OWNERS AND OPERATORS

## ASSESS

How To Navigate the Risk When Someone Is Escalating

The assessment process determines whether an emergency response is needed, if de-escalation is possible, or if a more formal assessment is needed.

**Begin with Awareness to Enable Assessment**

- Awareness of precipitating events or stressors
- Awareness of your response and ability to manage your emotions
- Awareness of the situation to determine if you should engage, whether a simple "hello" will calm a threat or a more purposeful action to de-escalate the situation is required, or immediate notification to law enforcement or security is necessary

**When observing activity or behaviors that raise reasonable suspicions or concerns, individuals should assess the situation to protect personal safety and the safety of those around them.**

### WHAT DOES AN ESCALATING PERSON LOOK LIKE?

**Early Warning Signs**

- Changes in a coworker's baseline behavior
- Pacing, stammering, agitated gestures, or uncontrolled and disorganized behaviors
- Blowing through you
- Blocking other's movement
- Finger pointing
- Change in mood
- Distractions from work or an inability to focus
- Inappropriate responses to environmental stressors

**Signs of Imminent Danger**

- Intensity in appearance with heightened senses
- Flushed, tightened jaw, clenched fists, shaking, flaring nostrils
- Rapid breathing, raised voice, nervous laughter
- Pushed to strike or lunge
- Standing in a position to attack or defend
- Personal space violation
- An unauthorized person trying to enter a restricted area
- Someone impersonating an authorized person
- Someone trying to avoid security systems or personnel
- Someone abandoning an object or package and then leaving the area

**Barriers to Assessment and to De-Escalation**

- Lack of empathy
- Reacting with defensiveness or anger
- Lack of respect for or shaming others
- Blaming, criticizing, preaching, scolding, or lecturing
- Lack of commitment to obligations, being preoccupied, or in a hurry
- Ordering or engaging in a power struggle
- Language or culture differences

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## Assess

the situation to protect personal safety and the safety of those around you. Identify what an escalating person may look like and warning signs.

DE-ESCALATION SERIES FOR CRITICAL INFRASTRUCTURE OWNERS AND OPERATORS

## DE-ESCALATION

How You Can Help Defuse Potentially Violent Situations

**De-Escalation**

The use of communication or other techniques during an encounter to stabilize, slow, or reduce the intensity of a potentially violent situation without using physical force, or with a reduction in force.

— Department of Homeland Security Policy Statement 044-05

**De-Escalation is a method to prevent potential violence.**  
Individuals are encouraged to use purposeful actions, verbal communications, and body language to calm a potentially dangerous situation.

**Your safety and the safety of others is the highest priority.**  
Maintain a safe distance and avoid being alone with an individual who is combative or potentially violent. If there is a risk of imminent violence, remove yourself from the situation and seek safety.

**Know your limits.**  
Keep in mind that some individuals may be more adept in applying these techniques. Know your own vulnerabilities and tendencies and recognize that sometimes the best intervention is knowing when to seek additional help.

**Obtain Help.**  
If you feel the individual or situation is escalating and violence may occur, call for help from your security staff or local law enforcement and move yourself to a safe location.

**TIPS**

- Be aware of your non-verbal communications. Ensure your tone, facial expressions, body language, and gestures relay calm and empathy.
- Remain respectful and courteous. Address the individual with civility and use phrases such as "please" and "thank you."

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## De-Escalation

individuals are encouraged to use purposeful actions, verbal techniques, and body language to calm a potentially dangerous situation. Safety is the highest priority, know your limits and obtain help immediately if needed.

DE-ESCALATION SERIES FOR CRITICAL INFRASTRUCTURE OWNERS AND OPERATORS DRAFT

## REPORT

How To Engage Your Organization and Community

**Reporting is critical to the prevention of workplace and community violence. Threats that are not known cannot be managed.**

**Reporting behaviors that raise concerns or an incident that is escalating plays an essential role in protecting yourself and others from a potentially violent situation by:**

- Alerting first responders to provide appropriate intervention in cases of an imminent or credible threat
- Engaging your organization to enable assessment and management of a potential evolving threat

When making a report, the goals are to prevent violence and to get help for the individual of concern. Reporting is not intended to be punitive, to get someone in trouble, to send someone to jail, to cost someone a job, or to damage someone's reputation. Engagement following a report can discourage or stop someone from making a mistake and acting on violent ideas.

**There are two types of reporting:**

**Calling 9-1-1**  
For immediate threats

**Organizational Reporting**  
To enable assessment and management of an evolving threat

**In either case – ensure your personal safety before making a report.**

**Calling 9-1-1**  
If the person of concern is directly threatening you or others, if a weapon of any kind is involved, or you feel that the threat of violence is imminent, move to a safe location and call 9-1-1.

**The 9-1-1 call taker will need specific information to provide an appropriate response:**

- Your name
- The location of the incident
- The location of the person of concern
- Your exact location
- A description of the situation
- Is the incident still in progress?
- A physical description of the person of concern
- The type and number of weapons, if any
- The number of potential victims

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## Report

concerning behavior or an escalating incident through organizational reporting to enable assessment and management of an evolving threat, and 9-1-1 for immediate threats.

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<https://www.cisa.gov/publication/de-escalation-series>

# FBO-HOW Security Self-Assessment

- An easy to use, interactive, security-focused self-assessment tool that assists stakeholders in understanding potential risks and identifying corresponding risk mitigation solutions.
- Outputs include:
  - Executive report for use in justifications (Word)
  - Action Item lists (Word & Excel)
  - Options for consideration
  - References
    - Best Practices & Standards
    - Faith Based Resources

QUESTION	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
45. Does the house of worship have a camera system?	The house of worship has no camera system in place.	The house of worship has cameras, but coverage of sensitive areas is minimal.	Cameras are in place and effective in most areas. Some entrances and sensitive areas may lack coverage.	Cameras cover most of the house of worship, including entrances and sensitive areas.	Camera coverage is complete and covers all areas of the house of worship, including entrances and sensitive areas.
	<input type="radio"/> Very Low	<input type="radio"/> Low	<input type="radio"/> Medium	<input type="radio"/> High	<input type="radio"/> Very High
	<div><a href="#">Background</a>   <a href="#">Reference</a></div> <ul style="list-style-type: none"><li>• <b>Background:</b> A camera system survey is conducted to determine if the design and use of the CCV/VSS is appropriate given the house of worship security needs, the intended purpose of the camera system, and for the given circumstances. Areas where CCV may be needed include but are not limited to areas where broken windows, graffiti, or other signs of vandalism or attempted entrance may exist.</li><li>• <b>Reference:</b> (1) Garcia, Mary Lynn, The Design and Evaluation of Physical Protection Systems, 2nd edition, Burlington, MA: Elsevier, 2008 (2) DHS, CCTV Technology Handbook, July 2013, accessed January 22, 2020, <a href="https://www.dhs.gov/sites/default/files/publications/CCTV-Tech-HBK_0713-508.pdf">https://www.dhs.gov/sites/default/files/publications/CCTV-Tech-HBK_0713-508.pdf</a>.</li></ul>				

<https://www.cisa.gov/houses-of-worship>

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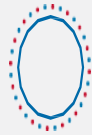
# FBO-HOW Security Self-Assessment

The assessment, when completed, will provide an easy-to-follow road map for implementing suggested voluntary options for consideration. These options are based on current best practices designed to improve facility security and preparedness:

The focus areas of the assessment include the following:



Security and  
Safety/Emergency  
Management



Perimeter  
Security/  
Delineation



Parking  
and  
Barriers



Access  
Control/  
Entry Control



Closed-circuit  
Video (CCV)/  
Video  
Surveillance  
Systems (VSS)





# PROTECTING PLACES OF WORSHIP: SIX STEPS TO ENHANCE SECURITY AGAINST TARGETED VIOLENCE



## OVERVIEW

This document outlines actions that faith-based organizations and community leaders can take to increase security. These six steps can help protect places of worship against potential threats of targeted violence in a cost-effective manner that maintains an open and welcoming environment.

## PLAN AHEAD

Following these six steps will help places of worship better understand potential risks, prepare a response plan, and pursue additional resources for security.

## IF AN INCIDENT OCCURS

Immediately call 9-1-1. Set the emergency action plan in motion. Every employee and volunteer who has an emergency task should know how and when to perform it; this may include life-saving procedures. The Federal Emergency Management Agency (FEMA) [You Are the Help Until Help Arrives](#) curriculum and the Department of Defense [STOP THE BLEED®](#) program teach life-saving first aid techniques that should be incorporated into planning efforts. After the emergency, report the incident to your local [Federal Bureau of Investigation \(FBI\)](#) field office, community groups, and relevant faith-based security organizations.

### STEP 1 Understand the Risk

- Review the Department of Homeland Security (DHS) [National Terrorism Advisory System Bulletin](#) to understand and monitor national trends and developments.
- Connect with local law enforcement, the local FBI field office, DHS Intelligence Officers within the [DHS Fusion Centers](#), and other places of worship in the area to better understand localized threats.
- Perform a [security self-assessment](#) of the facility to determine potential vulnerabilities or contact the local Cybersecurity and Infrastructure Security Agency (CISA) [Protective Security Advisor](#) or local law enforcement to conduct the assessment.

### STEP 2 Understand Your Space

- Evaluate your facility through a [layered security approach](#) that considers the outer, middle, and inner perimeters of the building and grounds.

### STEP 3 Develop and Practice a Plan

- Create a security and emergency action plan to [document](#)<sup>1</sup> the steps that personnel and volunteers will take to respond if an incident occurs.
- [Practice](#) the plan to build muscle memory of the actions that will be taken if an incident occurs.

### STEP 4 Inform and Educate Greeters

- Identify suspicious behaviors and possibly prevent a potential attack through [de-escalation](#) techniques.
- Recognize [signs of terrorism-related suspicious activity](#) and how to [Report Suspicious Activity](#) to local law enforcement or a person of authority. Many states also have designated a unique "tip line" to collect reports of terrorism-related suspicious activity.

### STEP 5 Pursue Grants

- Apply for [grants](#) that can provide new resources for security.

### STEP 6 Report Hate Crimes and Other Incidents

- [Report](#) hate crimes or any other criminal incidents to local law enforcement and the FBI.

<sup>1</sup> Example template that may be used for active shooter-specific scenarios.

## RESOURCES



### Protecting Places of Worship

**CISA Faith Based Community Resources:** [cisa.gov/topics/physical-security/protecting-houses-worship](#)

**FBI Active Shooter Safety Resources:**

[fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-resources](#)

**CISA De-Escalation Series:** [cisa.gov/resources-tools/resources/de-escalation-series](#)

**CISA Critical Infrastructure Exercises:** [cisa.gov/resources-tools/services/stakeholder-exercises](#)

**DHS Prevention Resource Finder:** [dhs.gov/prevention](#)

**Department of Justice (DOJ) Hate Crimes Prevention and Enforcement:** [justice.gov/hatecrimes](#)

**DOJ Protecting Places of Worship Program:** [justice.gov/file/1376571/download](#)



### Grants

**DHS Targeted Violence and Terrorism Prevention Grant Program:** [dhs.gov/tvtprgrants](#)

**DOJ Grants to Combat Hate Crimes:** [ojp.gov/doc/fy23-hate-crime-funding.pdf](#)

**FEMA Nonprofit Security Grant Program:** [fema.gov/grants/preparedness/nonprofit-security](#)

**Office of Management and Budget (OMB):** [grants.gov](#)



### Stay Informed

**DHS National Terrorism Advisory System:** [dhs.gov/national-terrorism-advisory-system](#)

**DHS TRIPwire (Technical Resource for Incident Prevention):** [tripwire.dhs.gov](#)

**Office of the Director of National Intelligence (ODNI)**

**Threats Against Houses of Worship Highlight the Importance of Religious Community Outreach:** [dni.gov/files/NCTC/documents/icat/firstresponderstoolbox/129S\\_-\\_First\\_Responders\\_Toolbox\\_-\\_Threats\\_Against\\_Houses\\_of\\_Worship\\_Highlight\\_the\\_Importance\\_of\\_Religious\\_Community\\_Outreach.pdf](#)

**ODNI US Violent Extremist Mobilization Indicators (2021 Edition):**

[dni.gov/files/NCTC/documents/news\\_documents/Mobilization\\_Indicators\\_Booklet\\_2021.pdf](#)



### Suspicious Activities and Incidents

**Report Hate Crimes to FBI:** [tips.fbi.gov](#)

1-800-CALL-FBI

**DHS "If You See Something, Say Something®" Campaign:** [dhs.gov/see-something-say-something](#)



### Contacts

**CISA Protective Security Advisors (PSAs):**

To locate the PSA in your area, contact [central@cisa.dhs.gov](#) or visit [cisa.gov/resources-tools/programs/protective-security-advisor-psa-program](#). For additional CISA Regional Support, visit [cisa.gov/about/regions](#)

**DHS Intelligence Officers (IOs):**

To locate the IO in your area, contact [DHS.INTEL.ORI.OMT@hq.dhs.gov](#)

**FBI Field Offices:** [fbi.gov/contact-us/field-offices](#)

To access the digital version of this guidance, follow the QR code below:



# PROTECTING HOUSES OF WORSHIP: Perimeter Security Considerations



This resource is a companion piece to CISA's and the Federal Bureau of Investigation's (FBI) co-branded [Protecting Places of Worship: Six Steps to Enhance Security Fact Sheet](#), which highlighted the following steps:

- 1 Understand the Risk
- 2 Understand Your Space
- 3 Develop and Practice a Plan
- 4 Inform and Educate Greeters
- 5 Pursue Grants
- 6 Report Hate Crimes and Other Incidents

This infographic outlines low- to no-cost solutions to help implement these suggested practices and highlights ways to identify funding for security improvements. To learn more about layered security and other recommended mitigations, visit CISA's [Mitigating Attacks on Houses of Worship Security Guide](#).



## INNER PERIMETER

Corresponds to Six Steps:

- 1
- 2
- 3
- 4

**Area that includes the main building interior and the interiors of any outbuildings.**

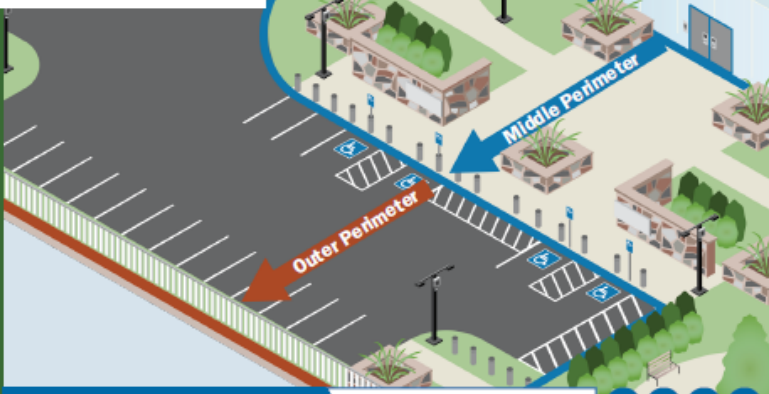
**Access Control:** Ensure doors work properly and lock from the inside. Consider limiting entry points and locking doors during events. If financially feasible, implement card swipe access control. Train staff to respond with appropriate measures—ranging from de-escalation to calling 9-1-1, as appropriate—when they observe behaviors of concern.

**First Aid/AED:** Provide STOP THE BLEED®, CPR, and emergency first aid training for all staff and appropriate members/volunteers. Place life-saving equipment in clearly marked locations and conduct regular inventory/testing. Install fire alarms and smoke detectors, and test them with local first responders annually as part of an Emergency Action Plan (EAP).

**Create a Security Team:** Establish a working group to create and implement a holistic plan to mitigate risks, train volunteers, and put the congregation's security plan into practice.

**Maintain Situational Awareness:** Train reception staff and volunteers in identifying suspicious activity or behaviors at the point of entry and/or greeting. Maintain situational awareness of unknown persons or those whose behavior has previously indicated the potential for violence.

**Shelter-in-Place Room:** Designate optimal shelter-in-place locations (thick/fortified walls, solid doors with locks, minimal interior windows, and first aid emergency kits). Ensure staff and congregants can identify locations through training and signage.



## MIDDLE PERIMETER

Corresponds to Six Steps:

- 2
- 3
- 4
- 6

**Fluid area that includes anything on property but outside the main building.**

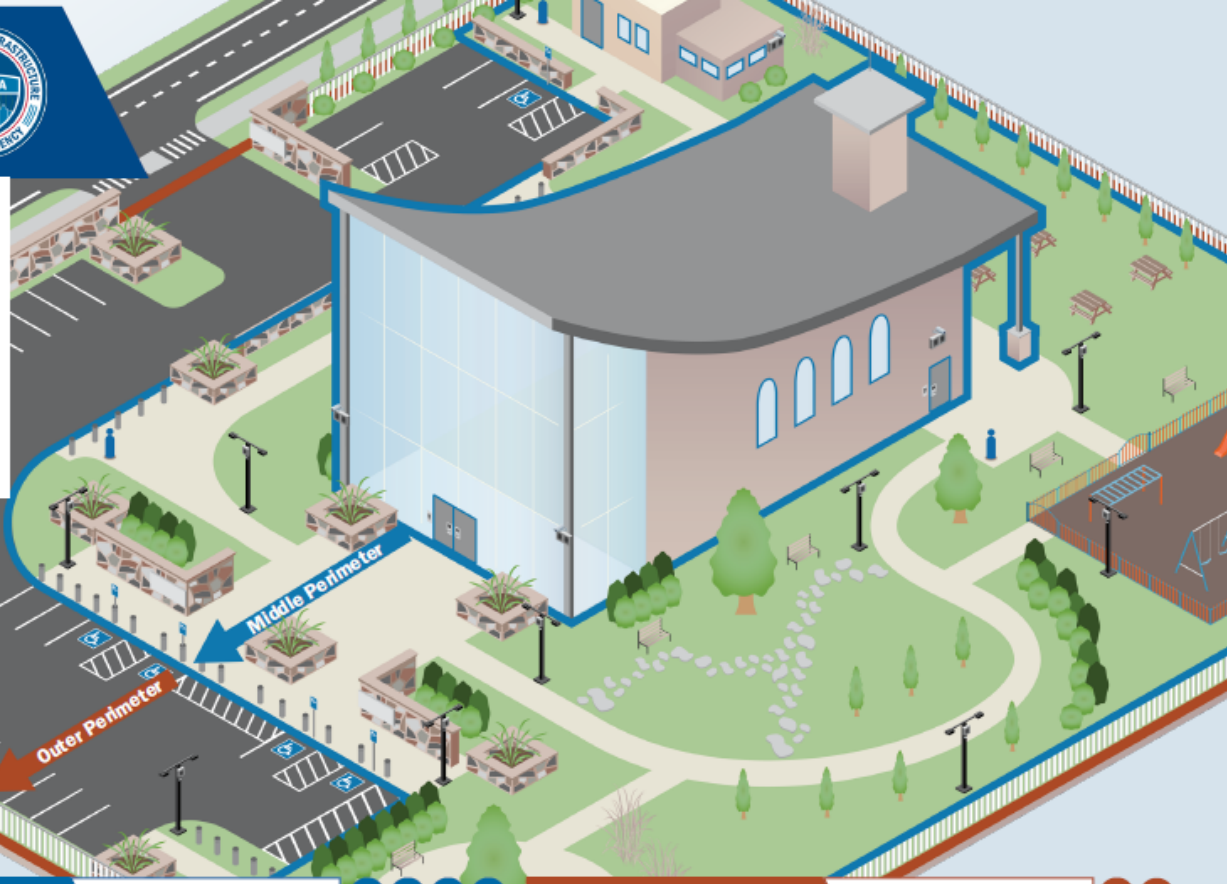
**Awareness:** Station security team members beyond the building's front doors to maintain situational awareness and identify behaviors of concern while greeting visitors. If possible, perform periodic exterior building sweeps to identify any discrepancies. Train security team members on reporting/notification procedures for rapid law enforcement response.

**Doors:** Install electronic doorbells to help identify visitors and/or detect intruders before they reach the inner perimeter. Use solid, thick doors to help limit/block access when congregants are inside, along with appropriate locking hardware. Ensure careful key control among current and former members.

**Windows:** Lock and install alarms on windows, ensuring they can be unlocked for emergency escape. Where feasible, use blast-resistant glass film. Install pull chain or center pull deployable window shades for quick and reliable closing if perceived threat detected.

**Emergency Communication:** Implement a public notification system that is audible throughout the campus. Provide security team and other key members with handheld radios, and ensure all are familiar with their use. Create threat reporting and response notification procedures, and ensure all congregants are well-versed in how to respond to alerts.

**Landscaping:** Consider preventive landscaping features, such as large planters, to direct traffic or discourage unauthorized vehicle access. Ensure landscaping does not obscure or obstruct other security measures.



## OUTER PERIMETER

Corresponds to Six Steps:

- 2
- 4

**Area that includes surface parking and outline of primary and outbuildings at the property border, dumpsters, and organization-owned vehicles.**

**Closed-Circuit Television (CCTV):** If financially feasible, consider installing a surveillance system, including cameras offering a clear view of the facility perimeter and individuals approaching the entrance from outside. Consider installing monitor inside lobby and in administrative offices. Ensure remote access for select security team members and law enforcement.

**Landscape:** Remove obscuring brush to increase visibility for staff, congregants, and potential first responders.

**Lighting:** Consider strategically placing photo-cell (for dusk to dawn) and motion-activated lighting throughout the outer perimeter. Ensure proper maintenance for full functionality.

**Traffic Management:** Use active and/or passive vehicle barriers. Position proper signage for parking and pathways. Engage trained and properly identified greeters, volunteers, and/or law enforcement to manage traffic. Consider using traffic cones, jersey barriers, and/or other bollards.



# PROTECTING HOUSES OF WORSHIP: Perimeter Security Considerations



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## POWER OF HELLO

1 2 3 4 6

Alert employees can spot suspicious activity and report it. The power is in the employee, citizen, patron, or any person who can observe and report. The OHNO approach—Observe, Initiate a Hello, Navigate the Risk, and Obtain Help—helps employees observe and evaluate suspicious behaviors, and empowers them to mitigate potential risk, and obtain help when necessary.



## ALL PERIMETER LAYERS

1 2 3 4 6



**Reporting:** Ensure all personnel are empowered to call 9-1-1 in the event of an imminent incident. Visit [See Something, Say Something®](#) for more tips on reporting suspicious behavior.



**Awareness:** Know your neighbors to share localized threat information. Engage with your [local fusion center](#), [Federal Bureau of Investigation \(FBI\) field office](#), and local law enforcement to maintain awareness of known threats.



**Crime Prevention Through Environmental Design (CPTED):** When considering renovations or new additions, follow CPTED principles to reduce or eliminate vulnerabilities layer by layer. Review the [Site and Urban Design for Security: Guidance Against Potential Terrorist Attacks - FEMA 430 \(Appendix A\)](#) for more information.



## RISK

1 2 3 4 6

Facilities face a varying amount of risk due to their unique physical layout and activity footprint. As the facility security team begins to determine vulnerabilities, consider how risk is defined:

**Risk = Threat x Vulnerability x Consequence**

**Risk:** The potential for an adverse outcome assessed as a function of hazard/threats, assets and their vulnerabilities, and consequences.

**Example:** Active shooter (threat) enters facility premises via a broken fence (vulnerability) and attacks staff and congregants, causing loss of life (consequence).



**Layered Security Approach:** Frame your facility's security effort through a lens of **outer, middle, and inner perimeters**.



**Coordination:** Follow a cohesive and thorough security approach, addressing all layers of the perimeter and integrating suspicious behavior security training and skills.

## Planning Considerations

3



Resources to enhance security before an incident and how personnel/volunteers should respond during and following an incident.

### Houses of Worship:

[cisa.gov/topics/physical-security/protecting-houses-worship](#)

### Active Shooter Emergency Action Plan Product Suite:

[cisa.gov/resources-tools/resources/active-shooter-emergency-action-plan-product-suite](#)

### Active Shooter Preparedness:

[cisa.gov/topics/physical-security/active-shooter-preparedness](#)

### FEMA Guide for Developing Emergency Plans for Houses of Worship:

[fema.gov/node/guide-developing-high-quality-emergency-operations-plans-houses-worship](#)

### Power of Hello:

[cisa.gov/topics/physical-security/non-confrontational-techniques/power-hello](#)

### De-Escalation Series:

[cisa.gov/resources-tools/resources/de-escalation-series](#)

## Conduct Vulnerability Assessments

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Resources to guide personnel at houses of worship through a security-focused self-assessment to understand potential vulnerabilities and identify options for consideration in mitigating those vulnerabilities.

### Houses of Worship Security Self-Assessment:

[cisa.gov/houses-worship-security-self-assessment](#)

### School Security Assessment Tool (SSAT):

[cisa.gov/school-security-assessment-tool](#)

## Local Resources

1 2 3 4 5 6



CISA Protective Security Advisors (PSAs) are trained subject matter experts who assist with infrastructure protection and vulnerability mitigation.

**CISA PSAs:** [cisa.gov/resources-tools/programs/protective-security-advisor-psa-program](#)

### State and Major Urban Area Fusion Centers:

[dhs.gov/fusion-centers](#)

### FBI-led Joint Terrorism Task Forces:

[fbi.gov/investigate/terrorism/joint-terrorism-task-forces](#)

Visit [cisa.gov/about/regions](#) or email [central@cisa.dhs.gov](#) to contact your local CISA PSA and explore more best practices for house of worship risk assessment and mitigation.

## Training and Exercises

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Provide annual training for staff and congregants, including children's care personnel and individuals with access and functional needs.

### CISA Tabletop Exercise Package (CTEP) for Faith-Based Organizations:

[cisa.gov/resources-tools/resources/physical-security-scenarios](#)

### STOP THE BLEED®:

[stopthebleed.org/](#)

### Office for Bombing Prevention (OBP)

**Training Program:** [cisa.gov/resources-tools/programs/office-bombing-prevention-obp-training-program](#)

## Grant Information

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Grants can be used by state, local, tribal, and territorial jurisdictions for training, exercises, planning, personnel, and equipment to prepare for many threats and hazards.

### DHS Grants:

[dhs.gov/dhs-grants](#)

### Nonprofit Security Grant Program:

[fema.gov/grants/preparedness/nonprofit-security](#)

### School Safety Grants Finder Tool:

[schoolsafety.gov/grants-finder-tool](#)

### Targeted Violence and Terrorism Prevention

**Grant Program:** [dhs.gov/tvtggrants](#)

To access the digital version of this guidance, follow the QR code below:



# Resource List

1. FEMA Comprehensive Planning Guidance-101 v. 3.0 (**Basis for Emergency Planning and heavily referenced during HoW Emergency Planning Seminars**). <https://www.fema.gov/emergency-managers/national-preparedness/plan#cpg>
2. FEMA Guide Developing High Quality Emergency Operation Plans for Houses of Worship (**used during HoW Emergency Planning Seminars**): <https://www.fema.gov/sites/default/files/2020-07/developing-eops-for-houses-of-worship.pdf>
3. CISA Resources for Faith-Based Organizations: <https://www.cisa.gov/faith-based-organizations-houses-worship>
4. FEMA Faith-Based Community Preparedness: <https://www.fema.gov/emergency-managers/individuals-communities/faith-preparedness>
5. FEMA Continuity Resource Toolkit: [www.fema.gov/continuity-resource-toolkit](http://www.fema.gov/continuity-resource-toolkit)
6. US DHS Active Shooter (AS) Emergency Action Plan Templates
  - a. AS EAP Video Link: <https://www.cisa.gov/active-shooter-emergency-action-plan-video>
  - b. Active Shooter Emergency Action Plan Guide (**the guide used during past workshops**): <https://www.cisa.gov/publication/active-shooter-emergency-action-plan-guide>
  - c. AS EAP Template: <https://www.cisa.gov/publication/active-shooter-emergency-action-plan-guide>
7. NH Dept. of Health and Human Services COVID-19 Resource page: <https://www.nh.gov/covid19/index.htm>
8. NH Dept. of Health and Human Services Resource Guides for Alcohol and Drug Prevention and Treatment Services: <https://www.dhhs.nh.gov/dcbcs/bdas/guide.htm>



[https://prd.blogs.nh.gov/dos/hsem/?page\\_id=5994](https://prd.blogs.nh.gov/dos/hsem/?page_id=5994)



For more information:  
<https://www.cisa.gov/faith-based-organizations-houses-worship>

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