



# ***ACTIVE THREAT MITIGATION***

***Detect, Deter, Delay,  
Respond and Recover***  
**Houses of Worship**

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## INTRODUCTION

April 20, 1999, is a day that changed many lives in the United States. It was that day when two students entered Columbine High School in Colorado and began assassinating students at will. It was this event that brought school safety and police tactics back to the training table and dramatically changed the way schools and law enforcement operated. It also brought the term *Active Shooter* into our homes and vernacular. Since that day we have been witness to over 160 active shooter events in the United States, some at places one would never think of like schools, churches, movie theaters, and parks, and some in communities where “that stuff does not happen,” like Menasha (WI), Weston (WI), Antigo (WI) and Sutherland (TX).

These events are very traumatic for all involved – obviously those directly at the time but also for the first responders and the community as a whole. National experts have been discussing these events in forums, trying to come up with an answer as to why they are occurring. Ideas have been tossed around with regards to gun laws, mental health issues, drug issues, propensity to violence, and so on. So far we have not come up with an answer or solution to prevent these from occurring. One way that that we can have an impact is in reducing the opportunity for these events.

Keep in mind that *active shooter* is becoming a household term, but we are seeing more *active threats* recently. In reality, if a person were to come into a business with a knife, bat, etc. our reactions should be the same.

In the world of crime prevention, we rely on the *Crime Prevention Triangle*. Similar to the fire triangle where it takes three things to create a fire (heat, fuel, oxygen), the same applies to crimes. If one is missing, a fire cannot happen. A criminal needs to have the following in place to be successful in committing that crime.

- **Ability** – A criminal is often savvy and has the tools or know-how to commit a crime. There’s not much we can impact here.
- **Desire** – Criminals are going to have that desire. In these active shooter events, it is often some sort of hatred or vengeful act that precipitates this.
- **Opportunity** – This is where we come into play and by doing certain things, we can remove that opportunity or certainly delay it!



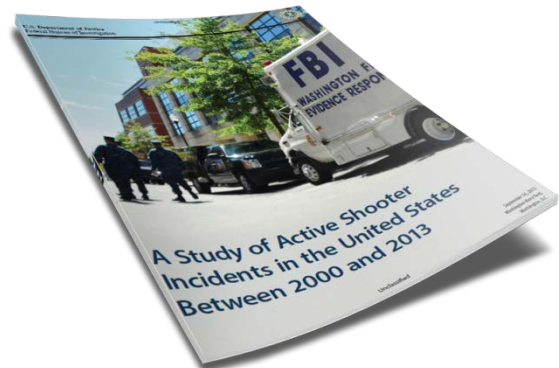
Security measures are often classified along the five steps of the security continuum: **Deter, Detect, Delay, Respond, and Recover**. In an active shooter situation if we wait until the response step (typically when law enforcement responds to a 911 call), there will likely already be a loss of life. Throughout this guide, we will look at these five steps and ways that they can be implemented in your building. While there is no single, fool-proof method, there are several well-established security principles that can provide a strong foundation for mitigating and reducing these situations.

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## ACTIVE THREAT EVENTS

So what is an *Active Shooter* event? The Department of Homeland Security (DHS) defines an active shooter as “an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearm(s) and there is no pattern or method to their selection of victims.” Although DHS uses the term ‘confined area,’ we have started to see these events unfold in any populated area – again looking not too far with the event faced in Menasha, WI at a public park.

In 2014, the Federal Bureau of Investigation (FBI) released a report titled *A Study of Active Shooter Incidents in the United States Between 2000 and 2013* where they researched 160 events in an effort to gather information as to how these events unfold, which may help prevent or mitigate future occurrences. In an attempt to obtain the most applicable data, the researchers excluded any shootings that were clearly gang and drug related and only focused on these ‘true’ active shooter incidents.



The information graphic on the next page highlights some of the findings, but a big one to take note of is where these incidents are occurring. All too often we hear that these events “don’t happen here,” or they “only happen in the big city.” Of the 160 events, 70% happened in communities with a population of 50,000 or less. An active shooter is the last thing on anyone’s mind in all of these communities! That is why we need to raise our awareness of these awful events and have a plan in place to detect, deter, and delay!

Over the past 13 years, the trend has been increasing with regards to the number of these events. Anecdotally, it seems that we are seeing some breaking news story on an active threat a couple of times a month. That is backed up with the stats from the FBI’s report, showing an upward trend over the past 15 years. The locations of these incidents are really starting to become varied. Early incidents were primarily limited to workplaces or schools, but in the past few years, we have seen events occurring in shopping malls, movie theaters, parks, and military recruiting centers.





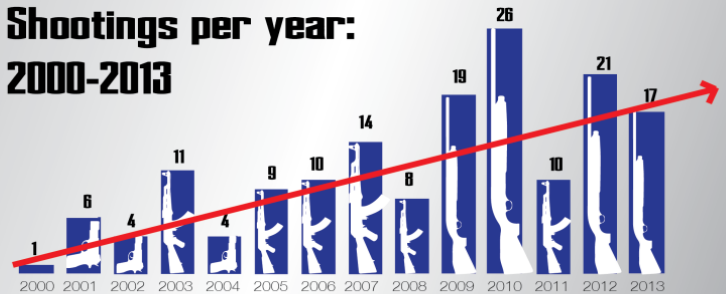
# ACTIVE SHOOTER STATISTICS

FROM 2000-2013

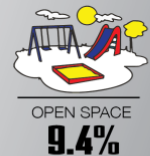
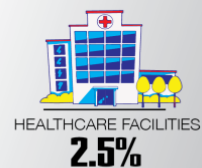
IN **160** INCIDENTS...

**486** PEOPLE KILLED **557** OTHERS WERE WOUNDED

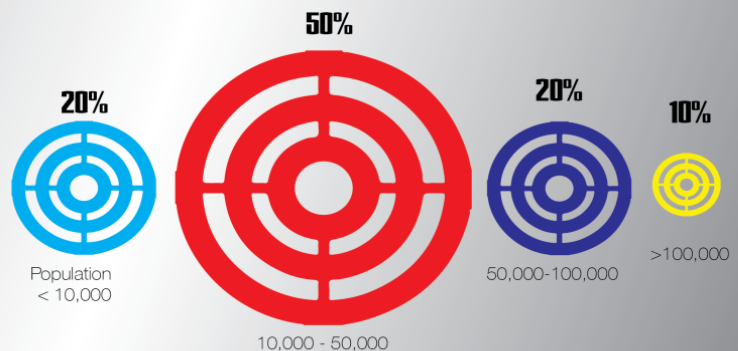
## Shootings per year: 2000-2013



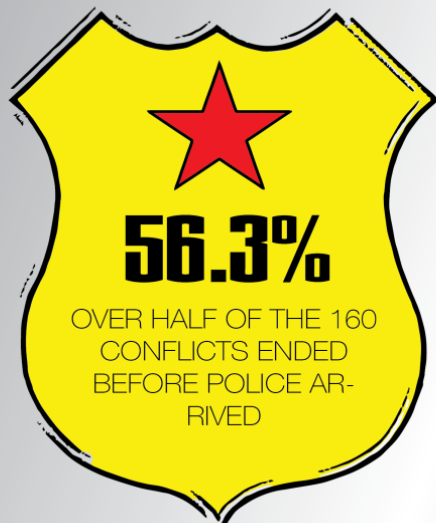
## WHERE DO SHOOTINGS OCCUR?



IN 158 OF 160  
INCIDENTS, THE  
SHOOTER  
CHOSE TO ACT  
**ALONE.**



## CITY POPULATIONS OF MASS KILLINGS\* (1992-2012)



**SHOOTINGS HAPPEN FAST.**  
THE TRAGIC SHOOTING  
AT SANDY HOOK ELEMENTARY  
LASTED LESS THAN **5 MINUTES.**

Statistics from the U.S. Department of Justice, Federal Bureau of Investigation Study of Active Shooter Incidents in the United States Between 2000 and 2013. September 16, 2013. [fbi.gov](http://fbi.gov)  
\*City population data taken from [riskology.co](http://riskology.co) and data from mass killings in the U.S.



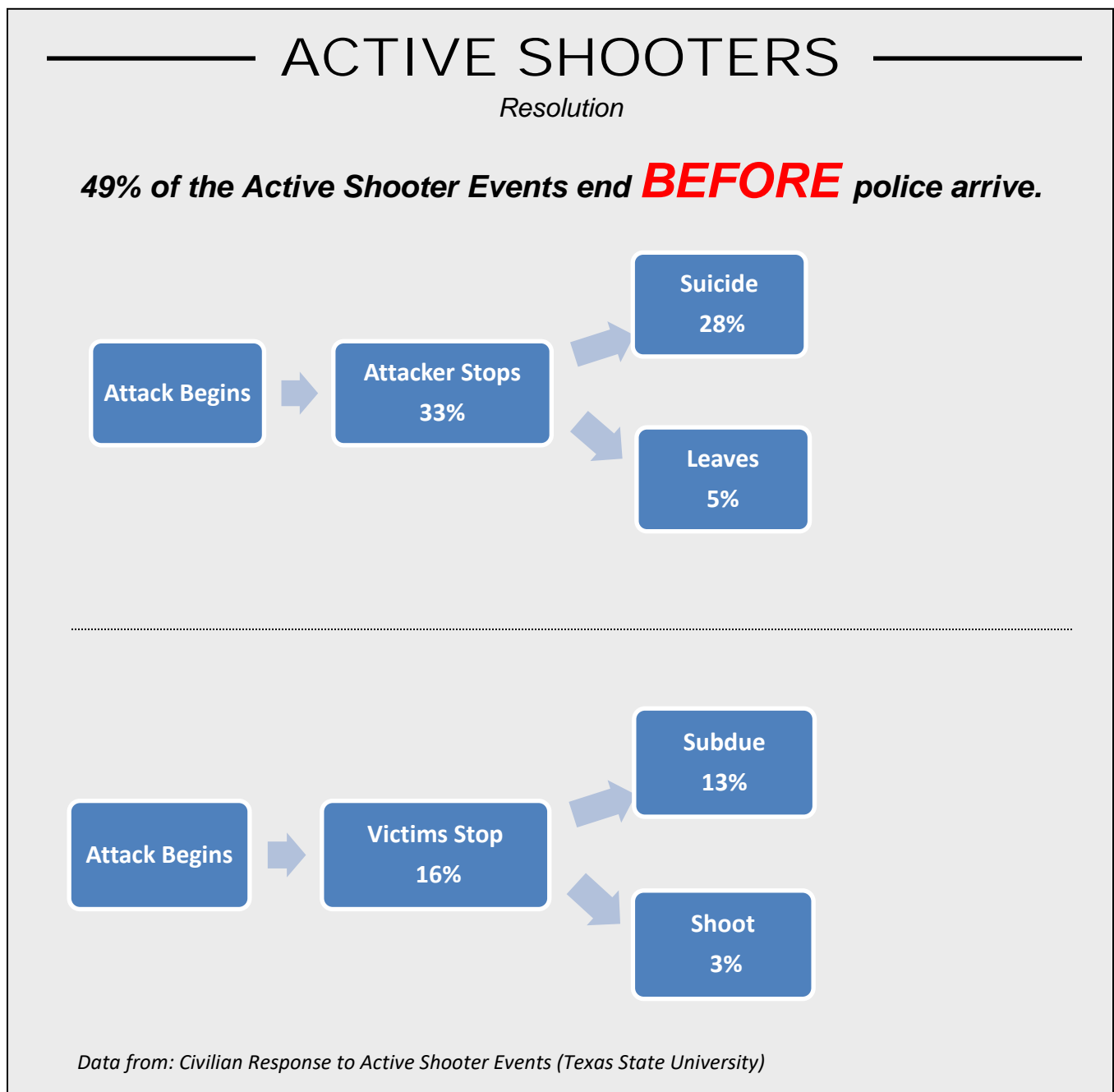
We have taken a look into the *what, where, and how often* of these events, but what about the *who*? In 2012 the City of New York Police Department released a report titled *Active Shooter: Recommendations and Analysis for Risk Mitigation*. Unlike the FBI report referenced earlier, the NYPD looked at 230 active shooter incidents between 1966 and 2012. As with the FBI report, the NYPD found that 97% of the shooters were men or boys and almost all of them acted alone. The attackers ranged in age from 10 to 89, but when they looked specifically at schools, the vast majority fell into two categories: 10-14 years old (12) and 15-19 years old (33).

The following graphic takes a closer look at who these active shooters are.



As we have learned, most of these events are planned days, if not weeks, in advance. That is because the shooter wants to inflict as much damage and casualties as possible. They know that they have only a short window of opportunity to achieve their goal. The tragedy at Sandy Hook Elementary School lasted only five minutes! On average law enforcement arrives on scene within three minutes. Therefore, the shooter is not worried too much about gaining access to locked rooms or those where the door is barricaded. We will look at that later in this book.

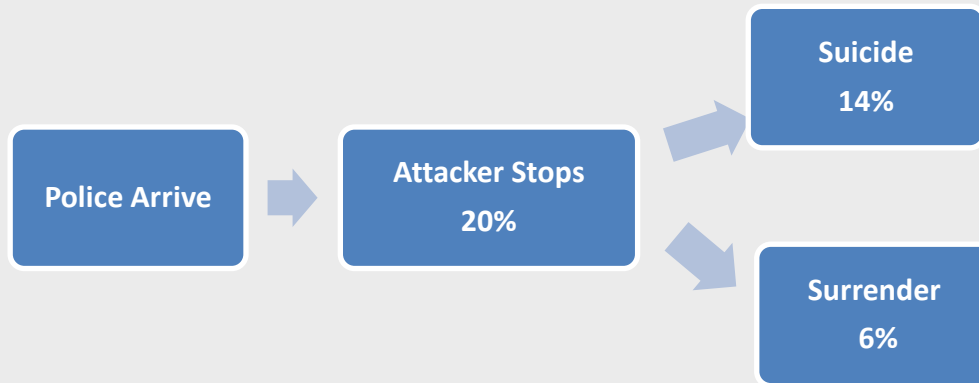
The following two graphics take a closer look at how these events end – both before and after the police arrive.



# ACTIVE SHOOTERS

## Resolution

**51% of the Active Shooter Events end *AFTER* police arrive.**



*Data from: Civilian Response to Active Shooter Events (Texas State University)*

Let's take a look at these incidents that are specific to houses of worship.

## — ACTIVE SHOOTER EVENTS —

### *HOUSES OF WORSHIP*

Houses of worship are typically viewed as sanctuaries from the troubles of the world. Despite that, we have seen an increase in violence occurring at and often times directed towards these locations. On November 5, 2017 a lone gunman opened fire on the parishioners of the First Baptist Church in Sutherland, Texas killing 26 people and wounding another 20.

A survey of violence at houses of worship does not reveal a common motivation for the attacks. Some of these incidents were directed towards certain individuals, while some were chosen due to the ability to cause mass carnage. While some threats may garner greater attention and, thus, carry more weight in the minds of some, the fact remains that faith-based organizations face threats from many different sources.

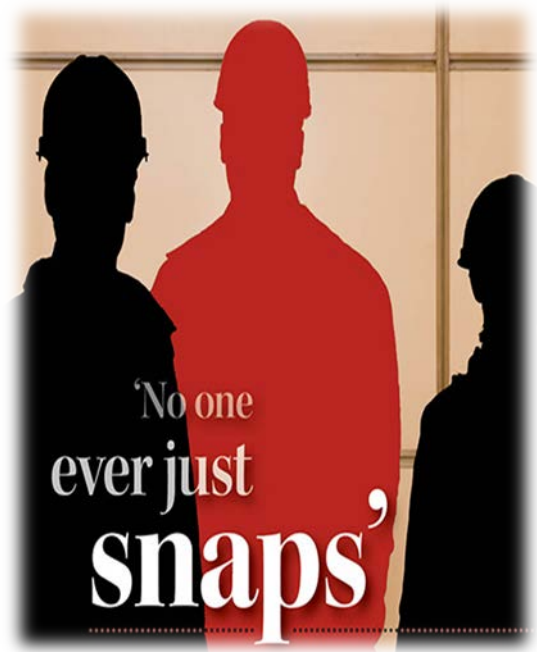
Here is a look at some recent acts of violence at houses of worship:

- In **June 2015**, a 21 year old white supremacist attended bible study at the Emanuel African Methodist Episcopal Church in **Charleston, South Carolina**. During the bible study he began to disagree with others and as they bowed their heads to pray, he pulled a gun from a fanny pack and shot twelve people, killing nine.
- 
- In **April 2014**, a gunman opened fire at a Jewish community center and a Jewish assisted living facility in a **Kansas City** suburb, killing three. The shooter was an avowed white supremacist.
- In **August 2012**, a man known to have ties to several hate groups entered a kitchen at the Sikh Temple of Wisconsin in **suburban Milwaukee** before Sunday services and began shooting. He killed three people inside the house of worship and three people outside.
- In **July 2008**, a man walked into a children's musical performance at **Tennessee Valley** Unitarian Universalist Church, pulled out a shotgun and began shooting, killing two people and wounding another seven. The shooter told investigators that the church's 'liberal teachings' had compelled him to kill.
- In **December 2007**, a man went on a killing spree at two locations 65 miles apart. After being told he could not spend the night, he shot up the Youth with a Mission training center in **Arvada, Colorado**, killing two people. He then killed two more at the New Life Church in **Colorado Springs**, where Youth with a Mission kept an office. In August 2007, a member began yelling 'liar, liar' during a First Congregational Church service in Neosho, Missouri before opening fire on parishioners. Three people died in the gunfire and five were wounded.
- In **July 2006**, a man barged through the security entrance of the Jewish Federation of Greater **Seattle** and shot six women, killing one. The gunman said he was angry at Israel.

## Detect

It is quite apparent that the number of these mass shootings in the United States is concerning, but the question remains – *How do we stop them?* Research has shown that no one really can tell when these occur, but in many instances, there were ‘red flags’ that alerted many that the shooter had some anger or worrisome traits. These are the signs and symptoms that we need to pay attention to and not dismiss.

Research has shown that over two-thirds of the active shooter incidents since 2000 have occurred in either a business or school setting. Of those incidents, half of the shooters had some sort of connection to the location, such as being a student or employee. Therefore, if we recognize some of these ‘red flags,’ there is a chance that we can intervene and hopefully prevent a future incident!



## Who is the Threat?

The first step that we look at in mitigating these incidents is to identify the potential threats. Essentially there are four types of threats to a business which are highlighted in the info box below.

### Potential Threats to a Location

**Violent acts by criminals who have no connection to the location.** This could be the person who chooses the location to commit a robbery, burglary, and so on.

**Violence directed at the business/organization by someone associated with it.** This could be parishioners, clients, customers, patients, students, and so on.

**Violence committed by employees or past employees.** This could be directed to other employees, supervisors or just the business as a whole.

**Violence committed by a spouse, relative or acquaintance of an employee.** This could result from a domestic disturbance or some other threat.

As we progress into the next chapter of this book, where we address physical prevention tactics and techniques, let's first take a look at identifying and addressing the warning signs of a potential threat.

For decades, churches could leave their doors open to others as a place of refuge and peace and there were not any issues or concerns within the building. That has changed in recent years and houses of worship have now become targets to some. A majority of these targets come from those that have some sort of connection to the church.

### **Doesn't Seem Right**

We have all heard of the Homeland Security's slogan – ***See Something, Say Something*** and really need to heed that advice. There are so many more sets of eyes and ears out there than there are in law enforcement or positions of authority. If something catches your attention that doesn't seem right, notify someone! Back in 1999, the shooters in Columbine had planted 76 improvised explosive devices (IEDs), of which 30 were detonated, yet none were noticed ahead of time!

The same thing goes with employees and comments or behaviors they exhibit, so we need to follow the slogan *Hear or Sense Something, Do Something* as well. Friends of the shooter at the Charleston, SC church in 2015 had noticed some odd behavior. His roommate told authorities that 'he wanted to make something spark up the race war again' and another friend had taken one of his guns away from him after he went on a tirade. Neither one of these incidents were passed along to authorities to look into.

We need to instill in the minds of others that by notifying someone of this behavior does not necessarily mean that the person is getting into trouble. It is just like in school when we were told the difference between tattling and telling!

### **What is Suspicious?**

So what exactly is suspicious? Remember that a person – in and of themselves – is not suspicious....it is their behavior!

- **Unusual items or situations:** A vehicle is parked in an odd location, a package/luggage is unattended, a window/door is open that is usually closed, or other out-of-the-ordinary situations occur.
- **Eliciting information:** A person questions individuals at a level beyond curiosity about a building's purpose, operations, security procedures and/or personnel, shift changes, etc.
- **Observation/surveillance:** Someone pays unusual attention to facilities or buildings beyond a casual or professional interest. This includes extended loitering without explanation (particularly in concealed locations); unusual, repeated, and/or prolonged observation of a building (e.g., with binoculars or video camera); taking notes or measurements; counting paces; sketching floor plans, etc.

Some of these activities could be innocent—it's up to law enforcement to determine whether the behavior warrants investigation. The activities above are not all-inclusive, but have been compiled based on studies of pre-operational aspects of both successful and thwarted events over several years.



Retired police Lieutenant Dan Marcou wrote an article for PoliceOne.com on the ***Five Phases of an Active Shooter***. Nearly every active shooter goes through these five phases, and if these are recognized and attention is called to them, maybe we can prevent these tragedies. Those five stages are outlined below.

## **Five Phases of an Active Shooter**

### ***Fantasy Stage***

During this stage the shooter has daydreams of the shooting. He fantasizes about the news coverage. He idolizes other shooters. He might draw pictures of the event and make postings on social media. He may also discuss his desires with friends and enemies.

### ***Planning Stage***

In this stage the shooter is deciding on the “who, what, when, where and how” he is going to carry out his action. He may write these down or even discuss them with others. He will plan a location and time that will afford the most victims or target specific individuals. The shooter will also make plans on how to obtain his weapons and his mode of travel to the location.

### ***Preparation Stage***

This is the stage where the shooter starts to put his plan into place. He will be obtaining weapons, maybe stealing them from family members or other locations. He may also plant weapons, explosives or other items around his location of attack. This is where the *See Something, Say Something* motto comes into play! Past incidents have shown shooters notifying friends or co-workers not to go to school or work on this particular day.

### ***Approach Stage***

This is the stage where the shooter is on his way to the location. This is potentially a very volatile stage, but many would-be shooters have been stopped in this stage thanks to tips or alert officers on a routine traffic stop.

### ***Implementation Stage***

This is the actual event. Remember that the shooter has one goal in mind and that is to commit as much carnage in a short period of time and will do so until he is finally stopped either by law enforcement, a citizen, or himself.

*Source: Retired Lt. Dan Marcou*

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## Deter and Delay

Target hardening is a common term that can be found in crime prevention manuals and heard in seminars around the world. This is part of the *opportunity* side of the crime prevention triangle that we discussed in the introduction. Those who wish to cause harm will look at properties that are easy to strike; they look at the risk versus reward, the likelihood of getting caught, or the plan failing.

Target hardening is critical in deterring acts of crime and violence. Shortly after September 11, 2001, the New York Police Department (NYPD) was receiving intelligence that the Brooklyn Bridge was a prime target for terrorists. The NYPD conducted a security assessment of the bridge and found that there were areas of its infrastructure with unrestricted access. Immediately the NYPD put plans into place to secure this iconic structure through a variety of measures, including securing access points through physical measures and increased surveillance.



Unbeknownst to the NYPD, there was a sleeper foreign terrorist in the United States who was making his way to the Brooklyn Bridge to commit an act of terrorism. Once he arrived, he immediately noticed the increased security measures and determined that his plot would not work. His response to his leaders was that the area was “too hot.” This is a great example of how Crime Prevention through Environmental Design (CPTED) techniques can play a pivotal role in deterring crime! Those committed to these acts of violence want their plans to succeed. They realize that they have a short time frame to inflict as much damage as possible before law enforcement arrives. The slightest thing to throw a wrench into their plan could be enough to delay or dissuade them and prove to be a lifesaver!

The previous chapter looked at the threats that potentially face houses of worship. Churches, by their nature, are open and inviting for folks to come in during worship times and quite literally any other time of day. With that said, we need to find a balance between safety/security and leaving a welcoming atmosphere.

CPTED, or Crime Prevention through Environmental Design, has been an accepted practice worldwide by planners, architects, security, and law enforcement in reducing the opportunities for crime to occur. Many of the ideas that we will discuss have their origin in CPTED, and to better understand this concept, I'd like to introduce you to this concept.

CPTED adjusts the environmental design of a property by using lighting, landscaping and overall design. These adjustments then make the property undesirable to opportunistic criminals. CPTED has been used to combat crimes that might occur in residences, businesses, parking lots, and common areas. These crimes include assaults, robberies, burglaries, and thefts. CPTED has been extremely successful in combating the opportunistic criminal.

#### **The four key principles of CPTED are:**

**Surveillance** – "See and be seen" is the overall goal when it comes to CPTED and surveillance. A person is less likely to commit a crime if they think someone will see them do it. Lighting, cameras, and landscape play an important role in surveillance.

**Access Control** – Access Control is more than a high block wall topped with barbed wire. CPTED utilizes walkways, fences, lighting, signage and landscaping to clearly guide people and vehicles to and from the proper entrances. The goal of this CPTED principle is to keep intruders out, but also to direct the flow of people while decreasing the opportunity for crime.

**Territorial Reinforcement** – The goal of Territorial Reinforcement is to create or extend a "sphere of influence" by utilizing physical designs such as pavement treatments, landscaping and signage that enable users of an area to develop a sense of proprietorship. Public areas are clearly distinguished from private ones. Potential trespassers perceive this control and are thereby discouraged.

**Maintenance** – CPTED and the "Broken Window Theory" suggests that one "broken window" or nuisance, if allowed to exist, will lead to others and ultimately to the decline of an entire neighborhood. Neglected and poorly maintained properties are breeding grounds for criminal activity and send the message that the owner does not care.

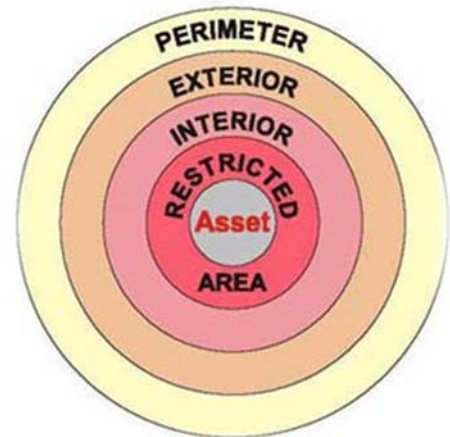


A risk assessment should be conducted on the property to determine the facility's security status. This assessment will identify any deficiencies or security risks and make recommendations to minimize the exposure to those risks. The assessment should be conducted by a crime prevention practitioner who is trained in the application of CPTED and also attended by a representative(s) of the facility.

Each property has layers of security, kind of like the proverbial onion and its layers of skin that protect the core. A property has layers of security that are defined as:

- Perimeter (property border)
- Exterior (building)
- Interior (students/staff)

In addition to the physical layers, there are policies and procedures that work in conjunction with keeping the students/staff and property safe and secure. These are equally as important and should be looked into along with the CPTED principles.



## Perimeter

When we look at the perimeter and exterior of properties, the goal is to prevent, or at the very least, slow the perpetrators ability to gain access. Religious facilities are vulnerable to attacks outside their main building, such as in contiguous parking areas, where vehicles have unrestricted access and are generally not inspected, and in auxiliary buildings such as educational facilities.

The use of **fences** around a property is a great way of demonstrating territoriality to discourage unauthorized persons from using the property. However a fence is not very practical or inviting to a place of worship. If the church also has an attached school or outdoor playground, fences can certainly be used there. Fencing comes in a variety of types and there are several factors to balance in the choice of the fence. The fence obviously should provide adequate protection, yet afford the ability for passersby to see into the area (surveillance).

If you choose to use a fence around your property, keep in mind the need of gated access for vehicles – staff and delivery, trash removal, etc. There should be some sort of convenience factor to ensure that the gate remains closed when need be. You may want to consider an electronic gate system that can open and close the gate. To allow for multiple users, the gate could be activated via a card reader or keypad.





Similar to fencing are **bollards**. Bollards are small vertical posts that are generally constructed of concrete or steel and are arranged in a path to obstruct vehicles. Oftentimes these are located in front of buildings to prevent a vehicle from striking the building or pedestrians walking. On a trail or roadway that may need emergency or maintenance access, there are removable bollards. Bollards can also be used to protect certain aspects of the building such as utilities. Instead of bollards, facilities have also used decorative landscaping to achieve the same goal.



**Lighting** provides another important surveillance aspect and a deterrent for would-be criminals. Any areas of use (walking trails, gathering points), parking areas, and the exterior of the building, particularly entrances/exits, should be well lit. Good lighting is one of the most effective crime deterrents! When used properly, lighting discourages criminal activity and enhances surveillance and reduces fear.

There are a couple of things to pay attention to when it comes to lighting. If you have too much light, you may cause more problems than benefits. Too much lighting will produce glare and could blind someone. Take a look at the two photos below, you can see how the light is blinding and hides the person.





Another concern with too much lighting is that it will 'trespass' onto other property. The photo to the right shows how the light is 'trespassing' into the windows of the building. Now granted, you want to light a fair amount of area, but you should remember what exactly it is that you are illuminating. In this photo shown, the light is more than likely intended for the walkway, gathering area and/or parking area – not the second floor of the building!



To address these issues of glare and trespass, a shield or cut off can be used on the light fixture. What these items do is aim or directs the light to the intended area. Many communities are requiring the use of full cut off lighting in their zoning regulations; therefore we recommend that you check with your local municipality. The photos below show the difference between the two fixtures.



So how much lighting will we need for the area? The lighting package will tell you how bright and how much the light output is. The amount of light coming from a light source is *luminous flux (lumens)* while the amount of light falling on a surface is *luminance (lux)*. A general rule of thumb for a parking area is the height of the pole multiplied by 4 will give the distance the light poles should be apart. For a building, height of the light multiplied by 6 will give you the distance they should be placed apart.

Sample Lux values	
Clear night, no moon	.002 lx
Clear night, full moon	.27 – 1 lx
Living room	50 lx
Sunrise/sunset	300-500 lx
Overcast day	10000 lx
Daylight	10,000 – 25,000 lx
Direct sunlight	32,000 – 130,000 lx

When installing lighting, plan ahead! If planting trees or other landscaping, think about what may happen when the tree begins to grow; will it block the light fixture, rendering it obsolete?



## Types of Lighting

- **Incandescent**

These are the most common lights in our homes. Incandescent lights do not have a long life span and produce quite a bit of heat.



- **Fluorescent**

Used in both home and commercial settings. Three to four times more efficient than the incandescent and lasts up to ten times longer. Also has a low heat output.



- **Pressurized sodium**

These are most commonly used as street lights and exterior lights at businesses. They cut through fog well but have poor color rendition due to their “yellowish” light.



- **Metal Halide**

These are often found in gymnasiums or warehouses. They take a bit to ‘warm up’ but emit a white light that is excellent for color rendition. However, they have a higher initial cost than the sodium lights.



- **LED**

LED lights have a high initial cost but are extremely cost efficient and have a long-life span. They emit a white light and do not have the warm up time that metal halide does.



## Color Rendition



**Daylight**



**Low pressure sodium**



**LED**



**High pressure sodium**



**Metal Halide**

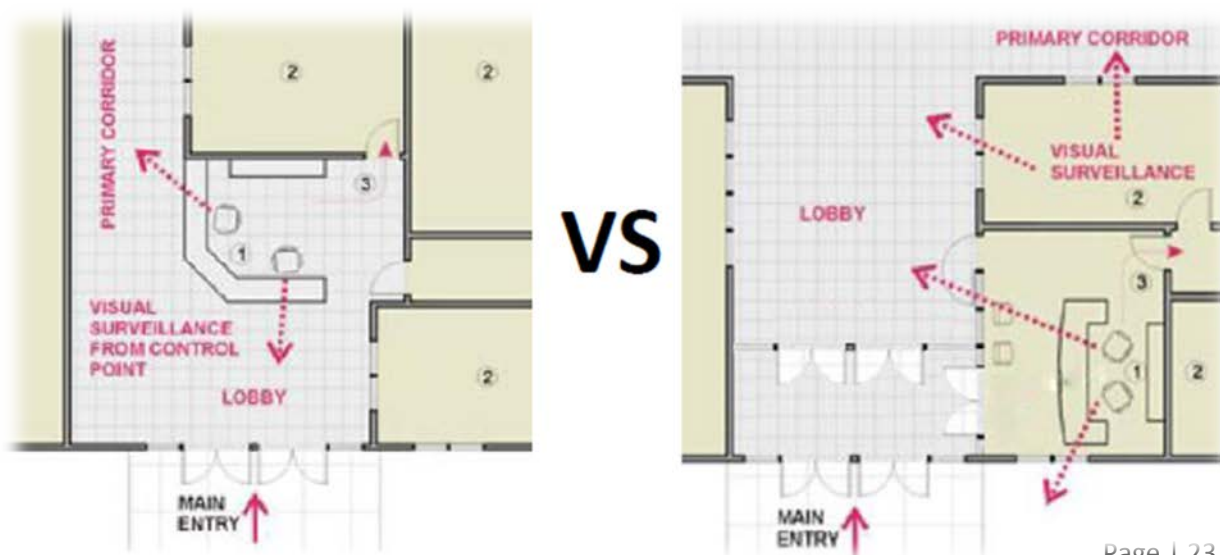
## Building

The next layer of security is to the building itself. Limiting access and controlling that access are keys to keep unwanted and unauthorized people from causing harm. You want to welcome the poor and needy. Yet some people approach churches with criminal intent, such as theft, fraud, or violence. Since churches want inviting facilities, resorting to a walled in, siege-like mentality is rarely a good answer. The key is conveying the impression that the church is secure, so that criminals will consider the facility too difficult to enter or the possibility of being caught too great to proceed.

We also need to make sure that our **buildings are marked properly and give direction** to the visitors. This is a part of the territoriality principle in CPTED. There are certain areas of the property that are off limits to visitors or reserved for staff, and we need to clearly mark that and give directions.



Schools, for example, are creating areas where the visitor is forced to go into the office prior to gaining access to the rest of the school; this is called a **'layered approach.'** This is a tactic that many houses of worship are starting to employ. Examples of the two variations are shown below.





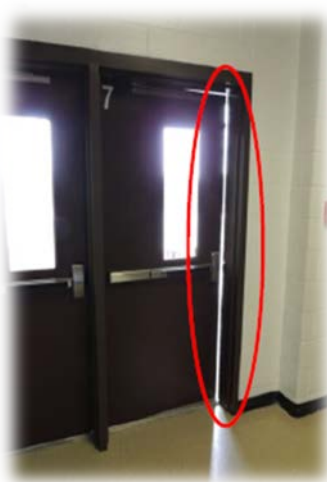
Controlling access to a facility is a key component in physical security; however that becomes increasingly difficult for places that are open to the public. Churches, by their nature, are open and inviting for folks to come in during worship times and quite literally any other time of day. With that said, limiting or controlling access to a church becomes a balancing act. In hours of non-worship times, churches need to practice the same principles as schools and other businesses through limiting access and directing visitors to an office area where they can meet with staff prior to accessing the rest of the building. It is during the hours of open worship that this gets a little tricky.

By having a single or a few 'public' entry points helps to be able to monitor who is coming and greet members and guests. For the most part, churches have members that are designated as greeter for each service. The greeters' duties are to not only welcome other members but acknowledge and help visitors to the church. However the greeter also serves as a set of eyes and ears on the 'front line' of defense for the building. Now we are not advocating for armed, militaristic looking individuals, but the greeter can serve as a deterrent to those would be ne'er do wells. This is part of the *surveillance* component of Crime Prevention Through Environmental Design (CPTED). We will cover more on the greeters and security team later in this chapter.

We need to keep the church safe during non-worship hours as well. Invariably the **receptionist or office staff** is going to be part of our "front line" of defense, and we need to make them feel as comfortable as possible. Many businesses want that 'open' feel in their lobbies or reception area, so we need to find a balance between that and the level of security. Some places of worship may not have the luxury of a staffed entrance; however, you can still maintain the security through the use of a phone where visitors are directed to a phone and list of extensions to call for their contact person. The employee then meets with the visitor in the secured lobby.



As we encourage the use of limited entrances that are monitored, we need to ensure that the other entrances and access points remain secured. All too often, when law enforcement visits various buildings, we see **doors propped open or not fully secured**. Sometimes this is done as a matter of convenience (air flow, deliveries, etc.) or there are maintenance issues that impede the door from closing completely. Correcting the issues in the photos below is relatively easy, and if the access point needs to be open for air flow, there are screened coverings that can be installed that will accomplish both air flow and security measures.



Now let's take a look at the types of access points that we have on our building. Typically these consist of **doors and windows** and we need to make sure that they are adequately protected to deny and delay an intruder. Doors come in a variety of types, most often in a commercial setting they are constructed of some type of metal. Exterior doors need to be of a stronger construction than interior doors. These are typically a solid construction.

Along with the type of door is the locking mechanism. Retail, office, manufacturing and so on should have commercial grade locks and hardware mostly due to the amount of use as compared to a residence. The following info boxes below show the difference between the three grades of locks.

Grades of Locks		
Grade 1	Grade 2	Grade 3
<ul style="list-style-type: none"> <li>-Heavy usage</li> <li>-Has built in features to resist manipulation and/or physical attack.</li> <li>-Tested for 320,000 openings.</li> </ul>	<ul style="list-style-type: none"> <li>- Commercial use</li> <li>-Have some resistance to physical attack and fire resistance.</li> <li>-Tested for 160,000 openings.</li> </ul>	<ul style="list-style-type: none"> <li>-Residential</li> <li>-Do not need to have physical resistance or fire resistance.</li> <li>-Tested for 80,000 openings.</li> </ul>

## Types of Locks

### Keyed

- Uses a key to open. Locking mechanism is either a latch or deadbolt lock.
- Should maintain an inventory of who has keys.



### Cipher Lock

- Uses a combination to open the door.
- Can be set to only work during certain times of the day.
- Can be changed should an employee leave.
- A downfall is that the code can be given to others



### Device Locks

- Often used in machines in a factory as a safety measure.
- Can also be used to prevent the theft of items such as computers.



### Electromagnetic Locks

- These are extremely powerful locks that have a holding force of 600 to 1200 lbs.
- There are two types – *fail-secure* (remains locked when power is lost) and a *fail-safe* (unlocked when de-energized.)



### Keyless card

- Reprogrammable and often used in hotel operations.
- Locks are stand alone or networked that can log employee number, door number, and time of access.



### Proximity Card

- Part of an automated and networked perimeter control system and have the capability of recording employee, door location and time of entry exit.
- Can be easily deactivated should an employee leave.



### Biometric Controls

- Rely on fingerprint or biological info to open doors.





There have been occasions when a criminal will use a tool to manipulate the door latch to gain access to the building. If you have a door that may allow that to happen there are latch guards that can be obtained relatively inexpensively. You may also have a door that is an 'egress only' door, if so – consider removing any hardware on the exterior to limit the chances that it could be compromised.



In addition to the locking mechanisms, the hinges on exterior doors should have security features. If the door hinge is exposed, a would be criminal could remove that hinge pin and remove the entire door! To defeat this from happening, we recommend installing security hinges that have a set screw in the bolt preventing it's removal.



**Windows and glass** is the next area of access points to a building. Glass affords excellent surveillance capabilities but is not as secure as metal doors. Many entries to buildings are through windows and/or glass doors. The photos below are from Sandy Hook Elementary School where the shooter gained entry to the office area of the school through the windows.



Glass originally was not designed to resist windblown debris, explosions, vandalism, forced entry or anything else that can put stress on it. When broken, this glass would produce lethal shards or fall in large pieces. To prevent this, legislation was passed in the 70's mandating the use of tempered glass. The mandates however only cover particular areas such as: floor to ceiling windows; glass doors; panes of glass next to doors; and glass areas next to heavy pedestrian traffic.

## Types of Glass

### Standard

- Inexpensive to produce. Weak glass and will not slow down or stop entry.
- Breaks into large and sharp pieces.



### Tempered

- Stronger than standard and breaks into small pieces.
- May slow entry but not by much.



### Wired

- Primarily a safety related product used in fire doors.
- Will keep glass in place but still breaks in large pieces.



### Laminated

- Two layers of glass that are bonded together by an interlayer of polyvinyl.
- Often used in aircraft and automobile windshields.
- Will remain in the opening upon breakage.



### Security Film

- Film that forms a barrier which delays the penetration of the glass.
- If penetrated, the opening created is going to be the size of the device used to create it.
- If used make sure to have the film installed into the window/door frame.
- Security film also helps with heating/cooling.



### Bullet Resistant

- Very costly.
- Also should have ballistic framing, bullet resistant doors and walls.



## Interior

Ideally we work to prevent the access of unauthorized persons, and that is what the beginning of this chapter worked upon. However, it is what is inside of our buildings that are most important! When it comes to prevention, the main goal is to *prevent* something from occurring. **Alarm systems** can serve that purpose as well as serve as a way of notifying the authorities of an intrusion or problem.

Alarm systems are not utilized too often in places of worship as there are too many uses of the building (study groups, scouts, sporting activities, etc.) However you may want to consider alarming certain areas (offices, pastoral rooms, etc.) that are off limits during certain times. Given that we wanted to pass along some basic information on alarms. There are two types of systems:

- **Monitored** - an outside agency monitors the alarm and notifies key holder and/or police of alarm. Can be silent, audible or a combination of both. This requires a monthly fee for service. Be aware that these alarm systems are often tied into your phone lines to communicate the alarm. Many phone providers now rely on computer modems for transmission. Make sure that your modem has a battery backup in the event of a power failure.
- **Non-monitored** – typically is an audible alarm that deters the criminal and also warns anyone in the immediate area.

### Types of Alarm Sensors

- **Door/Window Contacts** – These are small magnetic contacts installed along the opening of either the door or window. The alarm is activated when the magnetic field is broken between the two sensors.
- **Motion Detector** – These are small alarms with a sensor that will detect any motion. Earlier versions of these alarms would activate with any type of movement – such as balloons blowing when an HVAC system kicked in. Current versions are pretty accurate and are able to distinguish the difference between an 80-pound child and 80-pound dog!
- **Glass Breakage** – As we read earlier, glass can be a pretty weak access point and enticing way for criminals to get access to our building. There are sensors that can detect the sound of breaking glass.
- **Panic Alarm** - This could be a system that is monitored or tied into an internal notification system whereby a message or alert is conveyed to someone internally. There are panic alarms that are a hard wired button system and others that are portable.



**Security cameras** can be used to monitor activities in and around the building. Areas for cameras could be at points of entry, hallways, parking lots, and really any area that could afford extra monitoring. Many times these cameras are used after the fact unless you have someone monitoring the cameras all of the time. Because they are used after an incident and for evidentiary and investigative purpose we want to make sure that the cameras you select are worth the investment.

The main question to answer is *what am I hoping to capture on film?* Once you have that answer, then you can work on selecting the appropriate camera and system.

### Security Camera Considerations

- **Lighting** – The camera needs to be able to see what is being filmed. If you have an area that has periods of low light, you are going to need an infrared camera.
- **Quality** – We have all seen the various police television shows where they are able to zoom in and obtain a license plate or even more. The ability to enhance an image is only as good as what is originally obtained. The higher the megapixel of the camera, the better the image and the greater area that is covered.

*In this example the 2.1 megapixel camera has a much greater ability to clearly zoom in on the person.*



*In this example the 2 megapixel camera has a much greater area of coverage that is equal to 6 analog cameras.*



- **Data Storage** – The amount of storage needed is going to be dependent on the size of the image (megapixels) and how long you plan on storing the image. Give consideration to storing the data at an offsite or cloud location to prevent someone from tampering with the server. Some systems also have the capability of only recording when the camera detects motion, which may be a way to save on data storage.



## Security Camera Considerations

- **Placement** – Make sure the camera is picking up what is intended. In the retail setting, we see surveillance all too often from a camera placed high in a corner. Many criminals will go to lengths to hide their appearance from cameras, and the placement of these cameras makes any footage useless.

*These two photos show the difference between a high mount and one that is more at eye level.*



If you choose to identify cars coming onto the property, you are going to want to limit access control and set a camera that is specific to capturing license plates, which is going to be slightly higher quality than one that captures people in a hallway.

- **Camera Types** – There are many types of cameras and housings available which are all dependent on where you are installing them.



Another camera type that has become popular in recent years is the panoramic camera. These cameras have the ability to capture an area in a 360 degree, 270 degree, or 180 degree field of view.



- **Portable Cameras** - There may be times when you are concerned about certain areas that don't necessitate the installation of a permanent camera, maybe the funding is unavailable, or it is something that you need addressed immediately. Wildlife or trail cameras have become more common in security applications.



In the event of a crisis, we need to ensure that our parishioners are well protected. In the next chapter we will look at the response portion of a critical incident but here are some ideas that can be employed to further harden the criminals' attempt to gain access to our most important assets!

- **Office Doors** – Consideration should be given to having locks on office and room doors. As we have learned, often times something as simple as a locked door will keep the threat moving on.

It is also a good idea to have interior office doors closed and locked during non-use hours, as it limits the access to those unauthorized visitors. It also helps to expedite a search of the building by law enforcement in the event of an alarm or burglary.

- **Offerings** - Another unique area with houses of worship is the collection of money from worship services and the management of that cash. This begins with the collection of donations from the congregation and concludes with the funds being used for their intended purpose. The first step in developing a financial security policy is to identify how money should be collected, counted, deposited, reported, and audited. Each phase of this process is equally important, since each represents an opportunity for theft or misappropriation. It is recommended to have a team involved in these phases with a signature system after the money is counted and again at the deposit. If at all possible, money should be deposited the same day it is collected and not stored overnight in the building.
- **Numbers on Exterior Doors** - When emergencies occur, the rapid response of emergency workers to the incident can be critical. There are some businesses that are large and have dozens of doors providing entrance and egress to their buildings. During an emergency it may be necessary for responders to gain access through the door closest to the emergency scene. Numbering external doors can have great value to the emergency responders and will also assist your parishioners in acclimating themselves to door locations in case of an emergency.

All exterior entrances that allow access to the interior of the building should be numbered in a sequential order starting with the main entrance (office door/public entrance). The main entrance should always be #1. Subsequent entrances should be numbered in sequential order in a clockwise manner.





## RESPOND

In the previous chapters we have discussed how to identify those potential threats and steps that we can take to detect, deter, and delay those wishing to cause harm. Unfortunately there are those instances where the threat is going to gain access to our building. That is why this chapter is critical in mitigating injuries and loss of life.

Research has shown that on average it takes law enforcement about three minutes to arrive at the scene of an active shooter. If you think about it, three minutes is pretty darn fast – it would take that long for most of us to get up and walk out to our car. However, if you are in a critical situation, those three minutes can seem like an eternity! It was what we, as citizens, do in those three minutes that could potentially be lifesaving!

***“As a society, we protect businesses, schools, banks and other institutions. Now, more than ever, that same level of protection needs to be extended to churches and faith-based organizations.”***

***Jeff Hawkins  
Executive Director  
Christian Security Network***

### **Greeters and Security Teams**

Many churches are starting to form security teams to be present and in use during services and other events. Remember that we want our church to be open and inviting and need to convey that message so the use of uniformed or militaristic looking ‘guards’ will countermine that mission.

There are always two sides to every argument. However, it can sometimes be difficult to convince a congregation for the need to worry about church security. Some of the most common questions are: Won’t God protect us if we are in His house? Why not just rely on local police and medical response teams in case of an emergency? Won’t congregants think that a security team is a “Gestapo group”? It is not practical to erect metal detectors at all entrances, so how can we be secure?



Before we look at a security team, let’s look at what all places of worship presently have and that is **greeters**. Church greeters are a necessity in welcoming people and those that sign up to be a greeter are looking at smiling, shaking hands, directing guests, passing the offering plate and helping during services. While those missions remain the usher and greet also needs to be on the watch for suspicious activity.

## Effective Use of Ushers & Greeters in Security

- Each general entrance area should have an assigned greeter/usher.
- Make sure the location you pick allows you maximum time to observe people who are walking up to the door, and lets you see areas adjacent to the door, if possible.
- Visually scan and personally greet members and every nonmember, if possible. This not only fulfills your greeting role, it allows you the chance to observe people close-up and establish a friendly relationship with them. A friendly greeting and good eye contact can make a difference in how someone reacts, even when angry or upset.
- Some churches keep one more greeter/usher in the lobby at all times, while others prefer to have all members in the church service. Even if they are in the lobby, at least two should sit at the back of the sanctuary, in a location where they can observe doors and the congregation most effectively. They can sit with their families or friends, but need to be alert for problems.

As stated earlier, many churches are forming security teams. However there are a few things that must be looked into before jumping into such an endeavor.

The following is a set of **guidelines for security teams** from Brotherhood Mutual Insurance Company which insures churches throughout the United States.

### 1. Identify

Decide whom you want to be involved on your team. Some general characteristics to consider include” strong people skills; mental and emotional stability; keen ability to observe people and situations; not impulsive; and having good judgment.

It’s also important to look for people with professional law enforcement experience and backgrounds. And this doesn’t just apply to the ability to have a firearm. While there are many with a concealed carry permit, those people generally do not have the experience of speaking with people, addressing situations, and being involved with potentially hostile and suspicious incidents. While you are not going to have a team solely comprised of law enforcement folks, you should have a few especially the ones that are armed, if you are going to allow that. Other members can come from the ‘civilian’ pool of parishioners. Also consider those with a medical background, in the event of injuries or medical emergencies.

### 2. Recruit

Meet with the potential team members one on one. Talk with them about the team and responsibilities and complete a background check on members. The same background should apply to the security team as the church does for other employees and those that work with the youth.

### 3. Train

Make sure that your team stays on top of the church's policies and procedures in the event of emergencies. Consider having your local law enforcement and fire/EMS providers come in to work with your team on the latest trends in responses to active threats.

Have discussions on what exactly is suspicious or out of the ordinary.

#### **Unusual Behavior**

- Standing or sitting in a vehicle for an extended length of time.
- Taking unidentifiable items out of a vehicle.
- Walking up to the door and looking around as though on the lookout.
- Running up to the door.
- A suspicious appearing person being dropped off but the car stays idling.
- Someone walking in with members who do not seem to know the person.
- Two or more unknown people entering together and going different directions.
- Obviously trying to go unnoticed, being furtive or looking for concealment.
- Confrontational or angrily questioning or arguing with you or someone else.
- Asking for monetary or other assistance, especially if you know it cannot be provided.
- Asking about a church member or about the pastor.
- Talking or muttering, or fidgeting or moving excessively.
- A grin or smile that seems inappropriate for the situation.
- Intoxicated, drugged, flustered or confused.
- Responding with anger to greetings or questions.
- Staring in an exaggerated way; especially, staring while moving toward someone.
- Standing alone or facing the congregation in the sanctuary instead of sitting.
- Doing something that does not fit with the service at the time.
- Going into areas other than the sanctuary when no one else is present.
- Spending an excessive amount of time in the bathroom.
- Note: A frequent action of those who have a concealed weapon, explosives or drugs, is to touch the area, or keep a hand in the pocket or bag where the items are hidden.
- Walking awkwardly, as though having concealed weapons.

### 4. Manage

While some of your members may enjoy volunteering and giving back to the church, make sure that the team members are not working each and every service. We want to avoid burnout, fatigue, and even spiritual exhaustion. They will need family time and time to relax and refresh.

## Notification

When a threat presents itself, we need to notify others! There should be some sort of **notification system** in place to notify staff and students of an incident and lockdown.

During worship services this can be done via radio to others security team members and ushers/greeters. If these members are all connected via radio and positioned at different areas through the building, they can then warn others in their area.



During the non worship and business hours this can be done via a paging or telephone system. Don't limit the system to only being in place in the office or main part of the building. You may be faced with an emergency in other parts of the building that are a distance from the main office. Some schools and business also utilize two-way radios to communicate with other staff throughout the building. This is a cost effective method that can be implemented rather quickly. Also think about some redundancy in the system in case plan 'A' fails!

Keep in mind that the *appropriate* warning system be utilized. In the event of an act of violence, employees should not be using the fire alarm system as a warning mechanism because that will generate a different type of response than what should be utilized. Employees and staff are preconditioned to take a certain route and go to a certain location in a fire drill. The same applies to the type of emergency response – public safety is responding to what they perceive as a fire.

So now that you have a system in place, what exactly is it that you are communicating? For those who have been in a critical situation, you know the chaos and stress levels are extreme. That is why you need to have a clear and simple message that can be easily understood. We have found a great program called the Standard Response Protocol that was created for schools but can really be adapted to any setting.

The Standard Response Protocol is a uniform response to any type of situation such as a fire, active shooter, weather, accidents, intruders, and so on. The protocol is not based on an individual situation but rather the response to any given situation. The premise is simple, there are **four specific actions**: **Lockout, Lockdown, Evacuate, and Shelter.**



### Standard Response Protocol in Action

- **Lockout** is followed by the directive *"Secure the Perimeter"* and is the protocol used to safeguard students and staff within the building.
- **Lockdown** is followed by *"Locks, Lights, Out of Sight"* and is the protocol used to secure individual rooms and keep students quiet and in place.
- **Evacuate** is always followed by a location, and is used to move students and staff from one location to a different location in or out of the building. *"Evacuate to the bus zone."*
- **Shelter** is always followed by a type and a method and is the protocol for group and self protection. *"Shelter for tornado; drop, cover and hold."*

In the school and business settings we tend to see *lockdown and lockout* used interchangeably. There is a difference between the two. A **lockout** situation typically means that something is happening outside of the building such as a tactical situation nearby. In a lockout, access is tightened to the building and those inside are kept inside until the situation is resolved or an all clear is given. Business can continue as usual inside of the building. A **lockdown** is when you have a credible threat inside of the building. That is when normal activities stop and staff and students take precautions.

### Parishioner Response

There has been quite a bit of research conducted on these active shooter events, and all have agreed that the shooter's intention is to cause as much harm and damage as possible. The shooters are well aware that they have a small window and know that law enforcement will be arriving in a short time. Department of Homeland Security research has shown that the active shooter incident lasts just over 12 minutes. As we look into what our response options are, we need to first look at the human psyche in a critical incident.

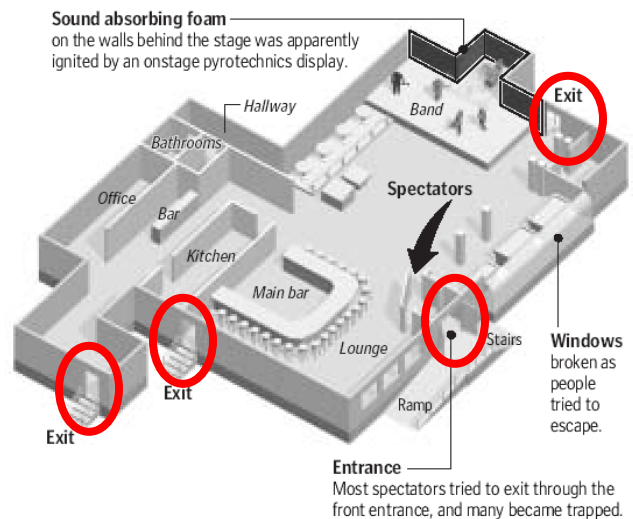
For the most part, we do not want to believe what is occurring...if we don't acknowledge it, it isn't happening. Take a gunshot for example; there are times when someone hears a gunshot, a lot of the time it is immediately dismissed as being a firework. We need to look at the situation and think for a minute if this makes sense! *Wait a minute...it is October and we are in the middle of an office or school....why would there be firecrackers going off?* The quicker we can recognize the threat, the quicker we can formulate our action step.



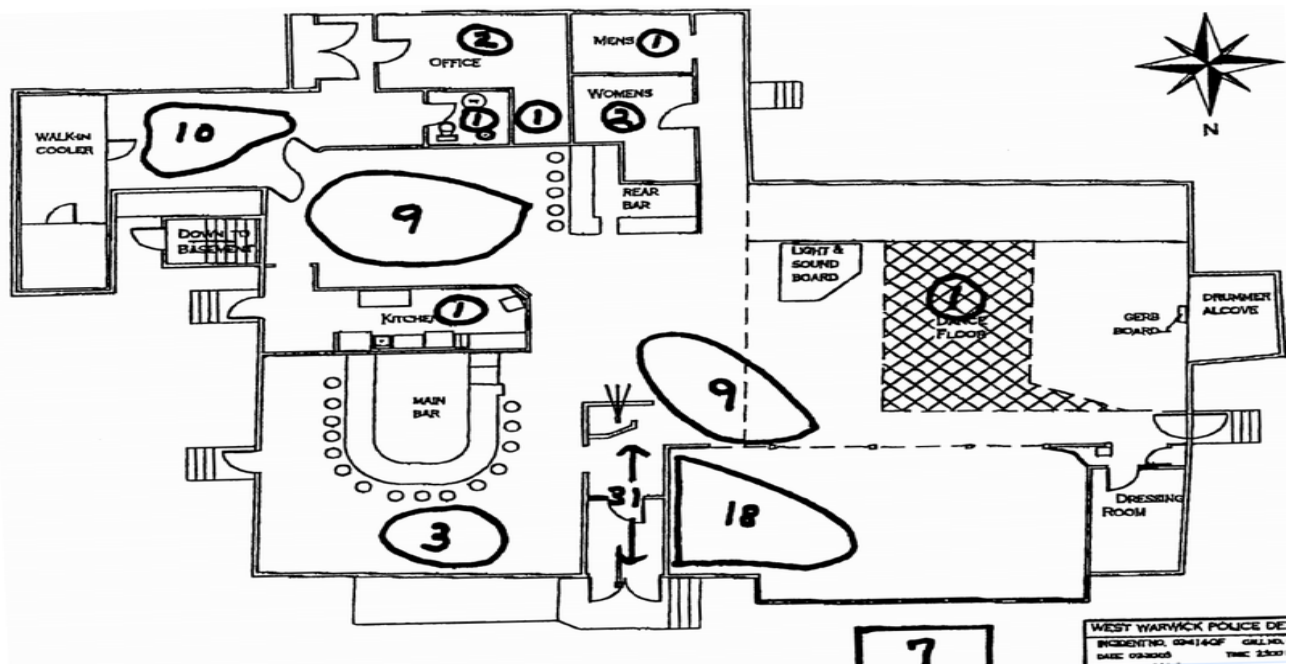
The next part of the human psyche is the tendency to follow others. There was an interesting study several years ago in Great Britain where a subject was feigning to be injured or ill and was lying in a public park. The goal was to see how long it would take for someone to offer assistance. Time after time, individuals would walk past the subject – some taking a glimpse at him and others ignoring the situation. It wasn't until one person would stop to offer assistance that others would follow.



In addition to following another's lead, we need to make sure that we are aware of our surroundings or have *situational awareness*. An example of this occurred back in 2003 at what is known as the Station nightclub fire where 100 people died. In this case, the band Great White was playing a concert when a fire broke out causing people to flee the nightclub. A good majority of the crowd not only followed others but were focused on leaving the same way they entered, unaware of other potential exits.



The image below is from the investigation and shows the club and where the exits were along the number of deaths in each area. Note how a majority of the fatalities were in that front entrance where the club goers arrived through.





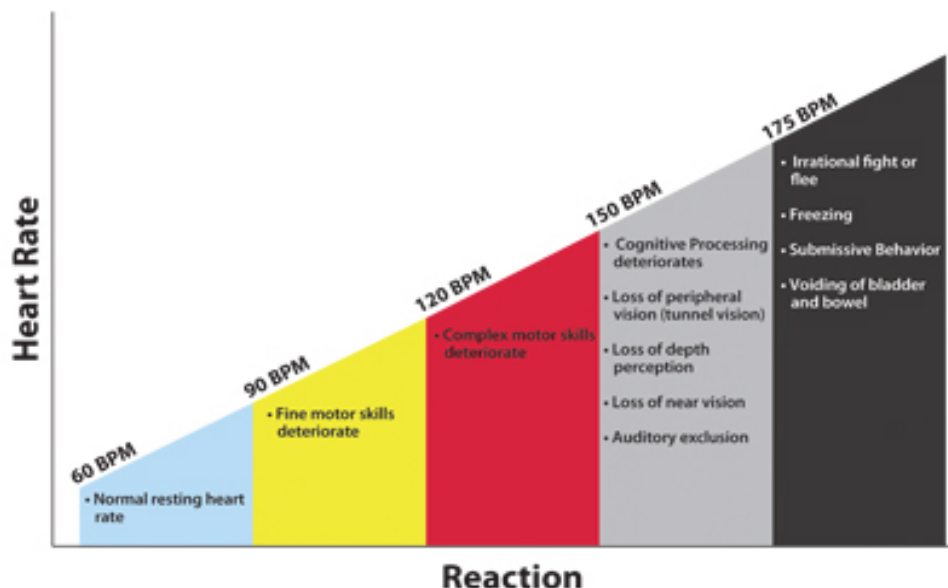
This is a good example of having **situational awareness**. Wherever you are, you should be aware of your surroundings and have a plan if something goes awry. It is a relatively easy concept to employ at work in that when you return to your office or classroom, take a look around and think, “*What am I going to do if something happens?*” If you have that plan formulated in your head and have thought about it, there’s a good chance that it’ll go like clockwork in the event of crisis!



This is something that police officers have been trained in for the past 50 years. When a new officer is paired with a seasoned training officer, each call for service is evaluated and discussed. For example after a routine animal complaint, the training officer may ask the rookie what he/she would have done if the man had come down the stairs with a knife. Regardless of the call, officers need to be cognizant of officer safety and have an “out” formulated in their mind, regardless of the call or situation. This is a tactic that is a potential lifesaver for an officer and can certainly be for anyone else.



Speaking of tactics, an active shooter event is going to be chaotic and very stressful, quite possibly the most stressful situation you will ever encounter. Research has shown that the higher the **stress level**, the less clear our thinking and reactions become. This is another situation that those in the military and public safety encounter and train for. The chart below shows the comparison between a person’s heart rate and the effect on their reactions.



You can see that the higher the heart rate, or stress level, the diminished reactions a person has. One way to combat this is through a technique called **combat breathing**. Most of us are probably familiar with this, but maybe not under that terminology. How combat breathing works is when you start to notice an increase in heart rate and stress, take a moment to collect yourself and take a few deep breaths, in through the nose and out through the mouth. What this does is slow your heart rate and allow you to return back to those blue and yellow, or even red levels, where we still have most of our faculties!

So....what is our plan? That tends to be the \$64,000 question from everyone. The answer is....*it depends!* There really is no fail-proof plan and it all depends on the situation and what your position is relative to the event. There are essentially three options – **Avoid, Deny, Defend** – and not necessarily in that order!

### Avoid, Deny, Defend

- **Avoid** - Ideally, we want you to avoid the situation if you can do so carefully. So what does that mean? If there is an escape route – get out! That may mean breaking a window, but a broken window is easier to replace than a human! Remember situational awareness....*where are the exits?* Also, don't worry about your belongings – get out! This is another one of those actions that we do repetitively and tend to go on auto pilot.
- **Deny** – If you can't get out safely, you are going to need to find a place and hide. Now we don't want you to hide and pray. You are going to need to take some defensive actions and deny the person from entering. Remember that the shooter has a short amount of time to inflict as much chaos as possible so something as a locked or barricaded door is going to cause them to move on. This is again where that situational awareness comes into play and having that plan... *what am I going to do?* Make sure that you are hidden and that your phones are silenced and that you are quiet.
- **Defend** - This is in the event that you are face to face with the intruder and your life is in danger! Whether you are alone or in a group and this is what you are faced with, remember that you are in this 110% as it is a fight for your life; you need commit. Act with aggression and use some improvised weapons.





After reading the Avoid, Deny, Defend tactics there typically are some questions that arise.

***What about accountability? We have young students, disabled people, etc.***

Ideally accountability is great, but if you think about it, do we really have accountability all day long? Students are in different classes, meetings or bathrooms at all times during the school day. It is even worse for adults in business settings. If you recall, the shooter is going to pre plan his event at the most opportune time to strike as many victims as possible. This could be in between classes, lunch time, or during a student assembly. How are we going to maintain accountability in those events? This can give us some ideas for when we may want to have a lockdown drill!



Small children are another concern that arises. Kids are smarter than we give them credit for. The tragedy at Sandy Hook Elementary School provides us with an example of students using the *avoid* tactic and running away. Some of those students ran into the woods while others ran to friends homes in the area. It took awhile for those students to be located, but eventually they were all accounted for and all right, which is our main goal! At a recent shooting at a park in Menasha, WI, two young children whose family was shot continued to run to the family's van. The children told a Good Samaritan that their parents were shot, the park was not safe, and they wanted to go to the police department.

Invariably there may be a situation where the condition of the students or adults is not conducive to leaving and that is where the *Deny* tactic is crucial. Through situational awareness, you can have a plan in place.

***What about concealed carry? My work will not allow me or anyone to have a gun!***

This is a highly debated question! As a law enforcement officer, I can attest that just carrying a gun is not the "end all be all." If you are going to carry a weapon, you better be trained in its use – and not just periodically shooting at a target, you need to have some combat training! Bad guys move and do not stand still and you need to train for that. The same goes for what accessories you are carrying. Officers carry multiple magazines of bullets in case you encounter a malfunction with your weapon. By having another magazine, you can quickly overcome one of these and continue with the gun battle. The type of ammunition also has a bearing on your tactics. The National Rifle Association advocates that a good guy with a gun will stop a bad guy with a gun, and that is certainly true. However, that good guy better be adequately trained!



## Training

Now that we have some idea how we are going to respond, we need to put those actions to the test. Fire drills are conducted routinely in schools and businesses across the country. These were put in place after many severe fires occurred in schools during the early 20<sup>th</sup> century. One significant fire happened in Chicago in 1958 at the Our Lady of the Angels catholic school where 92 children and three nuns perished in the blaze. Monthly fire drills were put in place in schools and businesses across the country after that, and coupled with an increase in education; deaths and injuries as a result of fires have significantly decreased.



Unfortunately in today's world, we need to start implementing the same when it comes to active threat and crisis situations. Businesses need to prepare in the event of an active threat. Schools are starting to have lockdown drills in addition to tornado and fire drills. In the business world we can start preplanning as well. Sometimes it might be difficult to conduct a drill with employees but we certainly owe it to ourselves to have discussions with employees about how to respond to this.

One idea that is certainly worth looking into is to pay attention when these happen in the United States and ask ourselves – *what would we do here?* These incidents can be used as a reminder to 'dust off' the emergency plan and see if we are prepared and how it would be handled at our business. It'll help keep our response on the forefront of our minds and that will undoubtedly help things in the event that you are faced with it.

In addition to the periodic lockdown drills during the school day, many schools and businesses are opening their doors to work with their local law enforcement agency and conducting a more active type of drill. These tend to be much more realistic, and consideration needs to be given if you want to have students present during the drill.

The active threat training exercises normally involve officers and the use of role players and simulated firing of weapons. These are a great way to work with your local law enforcement and see what such a response entails and will afford you the opportunity to ask questions specific to your building and area!



## Information and Access for Emergency Responders

The safety of our employees is our utmost concern, and we need to alert law enforcement and other emergency responders. If we heed the advice to secure access to our building, we need to ensure that those coming to help have access. Many law enforcement agencies across the United States are preplanning with schools and businesses to obtain that access and any necessary information ahead of the event. In the past there have been crisis boxes in the office that contain keys, maps, and other info.

### Crisis Box Contents

Aerial photo of campus	Fire alarm/sprinkler turnoff procedures	Evacuation sites
Map	Utility shut-off valve locations	Attendance list for day
Campus layout	Gas/utility line layout	Emergency resource list
Blueprint of buildings	Cable/telephone shut off	First aid kit locations
Employee roster		
Master keys		

However, as noted, these are chaotic situations, and there may not be time or access to that crisis box. With the advent of mobile data computers (MDC) in squad cars, many agencies are obtaining floor plans and real time access to surveillance cameras and loading them into the MDCs. Some schools and businesses have also provided access to the “Knox Box,” which is a fire box located on many buildings that allow firefighters access to the building’s keys. Some are also providing law enforcement with an access card for those with card readers installed on doors.



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## RECOVERING

In the event that you are faced with an active shooter or crisis event at your church, more than likely it will be the most chaotic and traumatic event in your life. Emotions and stress levels will be high, and we need to have a plan in place to help guide us through this.

### Reunification and Family Assistance

The scene is going to be extremely chaotic with a security perimeter set up, and the last thing needed is frantic loved ones trying to gain access to the area. In pre-planning and table top exercises, team members can seek out potential locations for reunification and family assistance centers. In the event of a crisis, there should be a church liaison assigned to assist the incident commander with this endeavor. This area is where many of the items in the crisis box come into play, such as blueprints, locations of items and emergency contact info.



When selecting a reunification site, to avoid any further congestion the location does not necessarily have to be onsite and could be at a different location. Families are going to be in distress and needing comfort. Ensure that there is enough staff, counselors, and resources available such as food, beverages, sitting areas, and tissues.

### Psychological Trauma

These events are very traumatic and affect a wide variety of people, such as survivors, witnesses, loved ones of victims and survivors, emergency responders, neighbors, and community members. One thing to keep in mind is that there is no “one size fits all” approach to intervention – it must be tailored to the phase and nature of the incident. Certain traumatic events, such as an active shooter event, present an even greater mental health challenges than other forms of disaster. In that



immediate stage, having grief workers and supporters at the reunification center is crucial. This is the place where families and loved ones are going to gravitate for information and support. Keep in mind that these areas are meant to be a private place for loved ones to grieve and should be off-limits to non-essential people and the media. Professionals to reach out and help staff can include local hospitals, mental health providers, social service organizations, employee assistance programs, etc.

The mental health response to an active shooter event is going to be an ongoing operation. There will be many different locations and phases of the healing process that need to be addressed. This obviously includes the scene and hospital immediately after the event. But this will continue as the survivors transition from hospital to home, and we certainly are going to need a support presence at vigils and funerals.

## Effects of Trauma

### Emotional

*Whether witnessed firsthand or through the media, these incidents can cause psychological trauma. People experiencing such trauma may continually replay the event in their minds, seemingly unable to stop it. They may experience flashbacks or nightmares, particularly when similar events unfold. Victims often avoid situations that will remind them of the shooting, so they may resist returning to work and participating in activities that they associate with the event.*

### Physical

*Psychological difficulties stemming from school shootings often manifest in physical symptoms, such as headaches, sleeping difficulties, and gastrointestinal problems. The patterns of behavior created after trauma can exacerbate physical symptoms. For instance, anxiety can lead to poor eating habits, which in turn can lead to stomach discomfort. The psychological trauma is often the underlying cause.*

People experiencing psychological problems after an incident should realize they are not alone. Talking about the experience and their reactions to it may help alleviate some of the anxiety and reduce emotional and physical symptoms, but victims should not dwell on the event since overexposure may increase stress. Volunteering to help others affected by the tragedy helps empower victims. Breaking the cycle between physical and emotional symptoms is an important step toward recovery. Eating well and engaging in stress-reducing activities like moderate exercise are important. After such a traumatic incident, counselors focus on two stages of recovery: the immediate response of helping people feel safe and the long-term process of helping them cope. “Most people process the events and heal, but about 8% to 15% are likely to develop post-traumatic stress disorder (PTSD),” said Russell T. Jones, Professor of Psychology at Virginia Tech, who counseled survivors of the shootings.

## After the Crisis

*The actions taken after a crisis situation will have a tremendous effect on the well-being of your employees and the community at large! The following are some ideas to keep in mind following an event.*

- Maintain both an information line and special call-in line for victims and their families whenever large groups are affected.
- Keep in close contact with injured victims and/or surviving family members.
- Determine the need for additional health services and resources to attend to increased physical needs of employees.
- Hold regular meetings to provide employees with information related to the crisis, eliminate rumors, advise them of next steps.
- Provide space and time for members of peer groups to meet and counsel each other.
- Designate space for “safe rooms” where, at any time, employees can receive counseling.



## CRISIS COMMUNICATIONS

### Communicating with Employees, Families and the Public

This may seem like the last thing that you need to worry about in a time of crisis, but it really needs to be at the top of the list. In this day of social media, cell phones, and so on, word tends to travel fast! According to a Pew Research Center study, nearly a third of the US population gets their news from Facebook!



In a recent active shooter incident in Menasha, WI the public information officer for the agency had received posts via the department's social media accounts almost simultaneously as he was getting notified by the agency of an active shooter incident. Any time there is an active incident at a business, or even a rumor of violence, it disrupts normal activities not only within the business but also throughout the community. Often these rumors or misinformation can fuel more panic than an actual event. That is why we need to “get out in front” and manage the information.

At the same time, notification needs to be made to other employees and family members. Many businesses and schools have notification lists that can send out a message a variety of ways with relative ease. Mass notification systems typically use existing data and voice networks to deliver pre-recorded or live messages that alert employees of emergencies and provide them with instructions, such as evacuating a building or going to pre-assigned rooms that serve as shelters. A comprehensive mass notification system typically allows leaders to immediately contact every employee through phone calls, text messages (also known as short message services, or SMS), instant messages, e-mails and other alerts on a wide variety of devices. These can also be set up to notify certain subsections of the business if need be.

A recent example of this use in Wisconsin was in the case of a missing 4<sup>th</sup> grade student. The boy had been missing for a few hours on a weekend, and through collaboration between a school resource officer and school district, a message was sent to every 4<sup>th</sup> grade parent; within a short time, the boy was located at a friend's home.



## **Working with the Media**

More than likely this is the last thing you are going to want to address. However, the quicker that we can get information out, the better! As you can imagine, there will be a lot of information shared via social media and with bystanders and others speaking to the arriving media. If your business has a media relations or public information person, have them work with the law enforcement public information officer assigned through the Incident Command.

Law enforcement more than likely will take the reins on the initial few press conferences, but here are a few of the guidelines for working with the media.

### **Staging the media**

Make sure that your location can handle an abundance of media and satellite trucks. The selected area should not interfere with the crime scene or any other work yet afford the media some good background footage. The more that you can work with and accommodate the media, the less frustrating it will be.



### **Preparing the message**

Work with other media relations/information persons to develop talking points and make sure that all understand what can and cannot be conveyed to the media. These comments should be short and easy to understand. Anticipate potential questions from reporters and have prepared responses.



### **Delivering the message**

There are going to be A LOT of cameras and microphones. Stay on task and be careful not to “over talk.” Be hesitant to answer questions if you do not have the answer. Respond, “We do not know the answer at this time,” or “Once we have more information, we will let you know.”

NEVER say “No Comment!” That implies that you have something to hide. Instead you can say, “We are still assessing the situation,” or “This is a fluid moving case, and I can’t answer that with certainty at this time.” Highlight actions and plans that went well during the response. Be careful with non-verbal communication. Do not wear sunglasses or chew gum. You should be appropriately attired (not wearing shorts, t-shirt, etc.). Have eye contact with the crowd and be mindful of your expressions (i.e. smiling or laughing).

## BUSINESS CONTINUITY PLAN

The purpose of a plan is to define the recovery process developed to restore your company's critical business functions. The plan components detail your company's procedures for responding to an emergency situation, which affects your ability to deliver core services to our customers or our ability to meet investors, legal or regulatory requirements. There are different facets of the plan depending on what the situation is. We are going to focus on an active threat scenario.

### Continuity Plan Objectives

- Facilitate timely recovery of core business functions
- Protect the well being of our employees, their families and customers
- Minimize loss of revenue/customers
- Maintain public image and reputation
- Minimize loss of data
- Minimize the critical decisions to be made in a time of crisis

There are several points that need to be considered.

#### Access to the building

Often leaders fail to realize that when they are evacuated from a building they may not have *access to that building for days, if not weeks depending on the nature of the situation*. If shots were fired in the building or not, the building becomes a crime scene and appropriate protocols must be followed.

#### Critical operations

In the case of functions such as information technology, facility heating and cooling operations, etc. and those other operations that cannot be interrupted do you have a plan to maintain those?

#### Access to computer

If employees are advised they can do work via remote access, what happens if their *laptops that are required to access the virtual private network (VPN)* remain in the facility and they don't have access?

#### Psychological impacts

We spoke of this earlier, but it certainly needs to be addressed in the plan. Hopefully there is not a loss of life or injuries, but what if the stressors are such that employees are having a difficult time to make it to work? Human resources and employee assistance managers must take this into account. Post-traumatic stress disorder (PTSD) is not uncommon and must be planned for in advance.

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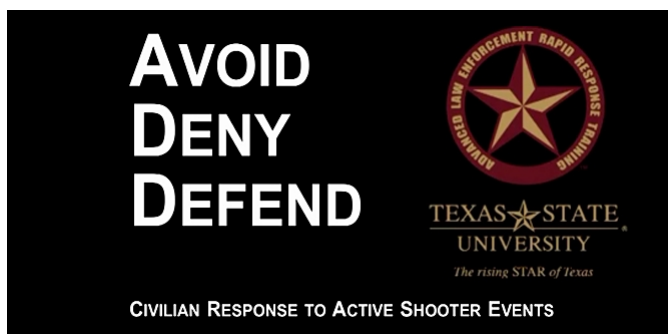
## RESOURCES

Ever since the tragedy at Columbine High School in Colorado, there has been a push to raise awareness of these incidents and educate the general public on how to detect, prevent and respond to active threat events. Researchers take a look at each of these active threat incidents and compile an after-action report on what went right and what could be improved upon. We tend to learn from our past, and this is where we get our information to pass along in trainings and books.

Over the past two decades, several programs have arisen to deal with and prepare for active threat events. All of these programs are well-intentioned and have great ideas. What we have tried to do with this training and workbook is provide ideas from each of these following programs and encourage people to make a decision on their own and potentially take bits and pieces of each program to create a hybrid version that works well for their facility.

### Avoid, Deny, Defend

Since 2002, the Advanced Law Enforcement Rapid Response Training (ALERRT) Program at Texas State University has been used to train law enforcement officers across the nation in how to rapidly respond to dangerous active threat situations. Over the years, we've seen response times shorten and the capabilities of law enforcement increase. As a result of increased public awareness, many citizens have asked what individuals can do to protect themselves and reduce the dangers faced during one of these events. **Avoid, Deny, Defend** has been developed as an easy to remember method for individuals to follow. As we've seen, hiding and hoping isn't a very effective strategy.



The program is based on the following concepts: Avoid, Deny, Defend. It is a civilian response plan containing three options:

**Avoid.** This is the preferred option and begins with situational awareness of one's environment prior to any active, hostile act occurring. It also includes having a plan ahead of time regarding what you would do in the event of an active shooter and knowing escape routes. Avoid Danger.

**Deny.** If avoidance isn't possible, find ways to prevent the attacker from having access to you and others around you. (Close and lock doors, barricade doorways with furniture, etc.). Deny Access.

**Defend.** Take action! As a last resort you have a right to defend yourself if you believe your life is in imminent danger. Defend Yourself.

For more information, visit [www.avoiddenydefend.org](http://www.avoiddenydefend.org)

## Standard Response Protocol

A critical ingredient in the safe school recipe is the uniform classroom response to any incident. Weather events, fires, accidents, intruders and other threats to student safety are scenarios that are planned and trained for by school and district administration and staff. Historically, schools have taken this scenario-based approach to respond to hazards and threats. It's not uncommon to find a stapled sheaf of papers or even a tabbed binder in a teacher's desk that describes a variety of things that might happen and the specific response to each event.



The Standard Response Protocol (SRP) is based not on individual scenarios, but on the response to any given situation. Like the Incident Command System (ICS), SRP demands a specific vocabulary but also allows for great flexibility. The premise is simple; there are four specific actions that can be performed during an incident. When communicating these directives, the action is labeled with a "Term of Art" and is then followed by a "Directive." Execution of the action is performed by active participants, including students, staff, teachers and first responders.

For more information, visit [www.iloveyouguys.org](http://www.iloveyouguys.org)

## Ready.gov

Businesses can do much to prepare for the impact of the many hazards they face in today's world including natural hazards like floods, hurricanes, tornadoes, earthquakes and widespread serious illness such as the H1N1 flu virus pandemic. Human-caused hazards include accidents, acts of violence by people and acts of terrorism. Examples of technology-related hazards are the failure or malfunction of systems, equipment or software.



Ready Business will assist businesses in developing a preparedness program by providing tools to create a plan that addresses the impact of many hazards. This website and its tools utilize an "all hazards approach" and follows the program elements within National Fire Protection Association 1600, Standard on Disaster/Emergency Management and Business Continuity Programs. NFPA 1600 is an American National Standard and has been adopted by the U.S. Department of Homeland Security.

The five steps in developing a preparedness program are: Program Management, Planning, Implementation, Testing and Exercises, and Program Improvement.

For more information, visit [www.ready.gov/business](http://www.ready.gov/business)



## House of Worship Security Survey Checklist

*Use this as a guide when completing the security survey.*

### House of Worship Information

Contact Name:	
Name of Church:	
Physical Address:	
Street name/number:	
City/Town/Zip:	

How many full-time staff are employed?	
How many part-time/volunteer staff are employed?	
What year was the building built?	
What year(s) were structural additions made to the building?	
What is the approximate acreage of the property?	

What are the operating hours of the church?		
Weekdays	Saturday	Sunday

### RECENT INCIDENTS OF CONCERN

*Check out past police activity. Anytime you can 'localize' and make the presentation 'personal' it tends to strike home. It gets rid of the 'it doesn't happen here' mentality.*

## EMERGENCY OPERATION PLAN

Does the church have an emergency operation plan?						
What year was the emergency response plan last update?						
Does the Emergency Response Plan include						
Section	Yes	No		Section	Yes	No
Lockdown Procedure				Communication		
Lockout Procedure				Reunification		
Shelter in Place Procedure				Behavioral Health		
Avoid, Deny, Defend Procedure				Security		
Evacuation Procedure				Workplace Violence		
Active Shooter				Natural Emergencies		
Fire Emergencies				Medical Emergencies		

Does the facility have an emergency response team?	
Does the business provide training for the emergency planning team that includes workshops and refreshers?	
Have floor plans of the business been supplied to local emergency responders?	
Are the emergency contacts up to date?	
Does the business have any type of security staff?	
Do emergency response organizations (police, fire, emergency medical, emergency management) tour the building on an annual basis other than annual fire department inspections?	
Is there a plan for reunification in the event of an emergency?	

Does the business have personnel who are familiar with the lifesaving procedures to stop massive bleeding, applying tourniquets and/or to open a closed airway?			
Number CPR Trained		Number First Aid Trained	

## RISK ASSESSMENT CHECKLIST

### CHURCH NEIGHBORHOOD

Are there any concerns in the area?	
Can the church be observed from the surrounding area? Clear sight lines, no trees, fences, etc.	
Is the neighborhood well lit?	
Do neighbors use the church property? Parking, recreation, etc.	
Is there an active Neighborhood Watch or Business Watch in the area?	

### PROPERTY PERIMETER

Can you distinguish what is church property and what is not?	
Is there a church sign with name of church?	
Are there signs directing visitors to locations? Office, school, etc.	
Is the address displayed?	
If the building is large, are there exterior numbers on the entrances?	

### EXTERIOR

Is the perimeter lit?	
Is the perimeter lighting adequate for the task?	
Is there an emergency lighting system?	
Are all doorways sufficiently illuminated?	
What hours is lighting in use?	
Is the parking lot are illuminated?	
How often is the lighting checked?	
Is the interior lighting suitable for nighttime surveillance?	

#### ACCESS CONTROL - PROCEDURES

How many unlocked access control points are there? Worship and non-worship times	
Are those access points monitored by greeters and ushers during worship times?	
Are there signs directing visitors?	
Is there a reception area?	
Does that reception area allow uncontrolled access to rest of building?	
Does the receptionist have the ability to notify others in the event of an emergency?	
Are public restroom entrances able to be observed by staff?	

#### ACCESS CONTROL - PHYSICAL

Are interior doors secured after hours?	
Do the exterior doors have security hinges?	
Do spring latches have exterior latch guards?	
What types of locks are in use?	
Are keys centrally held?	
Is a record of keys, key changes, and faults maintained?	
How are keys secured when not in use?	
Is there a master key system?	
How many master keys are issued?	
How frequently are key inventories conducted?	
Are locks changed when there are lost keys?	
How many combination/cipher locks?	
Is a record kept as to who has access to those combinations?	
How frequently are the combinations changed?	
Is there a record kept of those changes?	
Are combinations changed when an employee leaves or is terminated?	

## ALARM SYSTEMS

Does the facility have an alarm system?	
Is the alarm audible, silent or both?	
Is the alarm system monitored?	
How are the alarms activated?	
Are all external doors covered by the alarms?	
Are all ground floor windows covered by the alarms?	
Are any internal doors covered by alarms?	
What is the procedure for reacting to alarms?	
Is the alarm system connected to emergency power backup?	
Are the employees trained in alarm procedures?	

## SURVEILLANCE CAMERAS

Does the facility use surveillance cameras?	
Are they inside/outside or both?	
Are the access control points covered?	
Do the cameras have infrared capability for nighttime and low light situations?	
What is the megapixel of the cameras?	
Is the recording system closed circuit or an IP based?	
Is the recording continuous or motion activated?	
How long is the footage archived?	
Are the cameras positioned properly? Do they capture what is intended?	

## MONEY HANDLING ISSUES

Is there a policy on how the offering is handled, counted, and deposited?	
Does the policy require 3 or more people to be present and that those people are rotated?	
Is there a policy that no single person has the authority to sign checks, issue funds or make purchases?	
Are the bank statements reconciled by someone other than those that can sign checks and make purchases?	
Is the money and offering secured in a safe that is difficult to remove? Recommended to be bolted to wall and in a secure room.	



#### CHURCH SAFETY AND SECURITY TEAM

Is there a designated person or team responsible for safety, security, risk management and oversight?	
Is there a training program in place for safety and security?	
Does the church have a written policy addressing personal protection of staff, volunteer, parishioners and visitors?	
Have the team members undergone a screening and background check?	
Are the team members trained to handle communication, evacuation, first aid, emergency response and an active threat?	
Do you have a relationship with your local law enforcement, fire and EMS?	
Do you have first aid kits and an AED onsite?	

#### CONCEALED CARRY

Are your armed security members current or former law enforcement?	
Are they CCW permit holders?	
Do you require armed team members to receive regular formal weapons training?	
Are the team members trained to resolve conflict without weapons?	

#### YOUTH SAFETY AND SECURITY

Is there an up to date policy on children and student safety?	
Is there a training program on youth safety for staff and volunteers?	
Is there a policy that requires a background check of staff and volunteers?	
Are volunteers and staff members of the church?	
Is there a policy requiring more than one adult to be present when working with youth?	
Is there a check in/check out procedure in place for daycare during services?	

## Acknowledgements

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