



**Emergency
Management**

FAITH-BASED ORGANIZATIONS SYMPOSIUM

alexandriava.gov/EmergencyManagement

CONNECT
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COLLABORATE
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“ Psalm 122:7

May there be peace
within your walls...”



Types of Crime Occurring in Houses of Faith and on their Property

- Murder/Non-Negligent Manslaughter
- Destruction/Damage/Vandalism of property
- Larceny/Theft
- Burglary/Breaking and Entering
- Assaults
- Fraud/Embezzlement/Extortion/Blackmail
- Drug/Narcotics violations
- Motor Vehicle Thefts
- Sex Offenses (forcible) / Sex Offenses (non-forcible)
- Arson
- Counterfeiting/Forgery
- Robbery
- Weapons Offenses
- Stolen Property Offenses (buying/selling)
- Kidnapping/Abduction
- Pornography/Obscene Material
- Prostitution



SOFT TARGET



Houses of worship are not perceived as a serious crime risk; therefore, they typically have low (minimal) security that is inadequate.

They are considered a “soft target” because they are open to the public and often times inviting, causing them to be more vulnerable to these senseless acts of violence.

Sometimes it may be hard to imagine houses of worship as targets for crime, but in reality, they may pose more of an opportunity for crime than other facilities in our society. Those who commit criminal acts look for and take advantage of opportunity and aren't usually concerned if the victim is a house of worship.

The [Deadly Force Incident \(DFI\) study](#) is a comprehensive look at the violent acts with deadly force potential affecting faith-based organizations across the United States. (An act with “deadly force potential” is defined as an attack that did, or could have, caused death.)

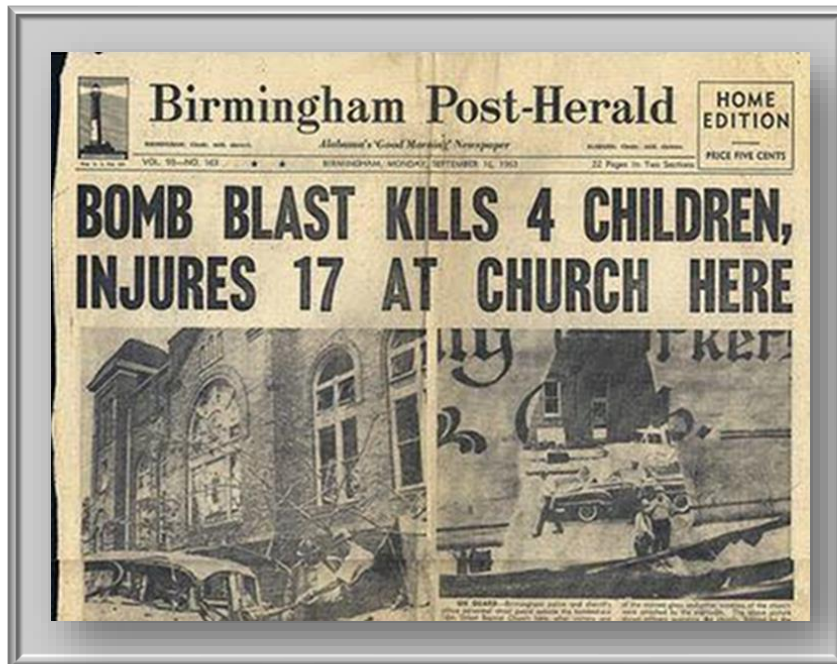
From January 1, 1999 through December 31, 2017, there have been no fewer than 1,705 such violent incidents with deadly force potential. Of those, 478 were murders, leaving a total of 617 murdered victims over the course of the 19-year study.

The most violent years prior to 2017 (as measured by total violent deaths) were 2015 (77 deaths), 2012 (76 deaths), and 2014 (74 deaths). Without the inclusion of Sutherland Springs, 2017 had an astounding 92 violent deaths (118 including Sutherland Springs).

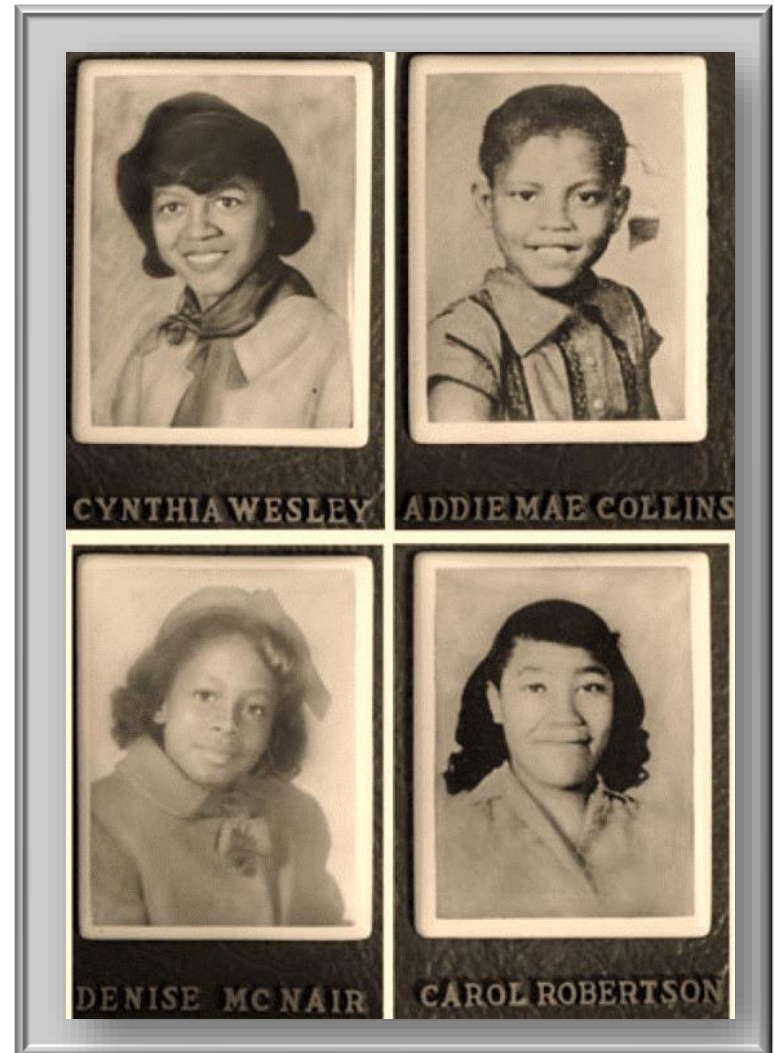
**Deadly Force Incidents (DFI's) at Faith-Based Organizations in the U. S.
(includes abductions [& attempts], attacks, suspicious deaths, suicides &
deadly force intervention / protection) from 1/1/1999 through 12/31/2017**

	NUM	%
TOTAL DFI's (Deadly Force Incidents)	1705	
NUMBER OF DFI's WHERE THE ATTACK RESULTED IN DEATH OF VICTIMS (HOMICIDE)	478	28.04%
Total attacks where the motive (triggers) was discovered	1294	
Robbery	336	25.97%
Domestic Spillover (Domestic relationship violence that found it's way onto ministry property and resulted in a DFI)	207	16.00%
Personal Conflict (disagreement between 2 or more non-domestic-related people that erupted into a DFI)	176	13.60%
Mental illness	142	10.97%
Gang related (Gang or likely gang related that included drugs are in drugs category). It is reasonable to assume many of the PC & robbery cases were gang-related as well, but are not confirmed	115	8.89%
Religious Bias (against any form of religion)	76	5.87%
Drug related	46	3.55%
Random and other (including rare triggers)	196	15.15%
Number of DFI's occurring based upon the TOP 3 known single issue triggers -- (Domestic Violence, Personal conflict and robbery)	719	55.56%

Sunday, September 15, 1963



16th Street Baptist Church bombing



Victim Statistics (not including suicide or attacker KIA)**Total killed and injured****1558****Killed****617****39.60%****Injured****941****60.40%****Male victims (killed)****406****65.80%****Female victims (killed)****209****33.87%****Staff or volunteer with ministry (killed)****63****10.21%****Affiliated (member, past member, vendor, benevolence recipient)
with ministry (killed)****328****53.16%****Aggressor Statistics****Total known (even if known only by description) aggressors****1696****Male 16 – 79 years of age****1545****91.10%****Female 32 – 65 years of age****151****8.90%****Associated (member, past member, spouse of member, employee,
volunteer, vendor) with ministry****370****21.82%****Incident Statistics****Occurred inside the building****425****25.95%****Occurred outside on ministry property, parking lot or
activity location****1213****74.05%****Occurred during event****637****38.65%****Occurred when no event was happening****1011****61.35%****Single attacker****991****74.57%****Multiple attackers****338****25.43%**

Total deadly force incident stats by year

2010

102 Deadly Force Incidents
51 deaths

2011

107 Deadly force incidents
52 deaths

2012

139 Deadly force incidents
76 deaths

2013

132 Deadly force incidents
45 deaths

2014

176 Deadly force incidents
74 deaths

2015

248 Deadly force incidents
77 deaths

2016

246 Deadly force incidents
65 deaths

2017

261 Deadly force incidents
118 deaths

HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

QUICKLY DETERMINE THE MOST REASONABLE WAY TO PROTECT YOUR OWN LIFE. CUSTOMERS AND CLIENTS ARE LIKELY TO FOLLOW THE LEAD OF EMPLOYEES, LEADERS, AND MANAGERS DURING AN ACTIVE SHOOTER SITUATION.

First Option: **RUN**

Second Option: **HIDE**

Third Option: **FIGHT**

HOW TO RESPOND
WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

RUN

- Have an escape route and plan in mind
- Leave your belongings behind
- Keep your hands visible

HOW TO RESPOND
WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

HIDE

- Hide in an area out of the active shooter's view.
- Block entry to your hiding place and lock the doors
- Remain hidden and quiet until either you can determine that it is safe to come out or you hear the police say it is safe.

HOW TO RESPOND
WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

FIGHT

- As a last resort and only when your life is in imminent danger.
- Attempt to incapacitate the active shooter
- Act with physical aggression and throw items at the active shooter

CALL 911 WHEN IT IS SAFE TO DO SO

HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES ON THE SCENE

- Remain calm and follow officers' instructions
- Immediately raise hands and spread your fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers such as attempting to hold on to them for safety
- Avoid pointing, screaming, and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

INFORMATION YOU SHOULD PROVIDE TO LAW ENFORCEMENT OR 911 OPERATOR

- Location of the victims and the active shooter
- Number of shooters, if more than one
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s
- Number of potential victims at the location

HOW TO RESPOND

WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

QUICKLY DETERMINE THE MOST REASONABLE WAY TO PROTECT YOUR OWN LIFE. CUSTOMERS AND CLIENTS ARE LIKELY TO FOLLOW THE LEAD OF EMPLOYEES AND MANAGERS DURING AN ACTIVE SHOOTER SITUATION.

1. Run

- Have an escape route and plan in mind
- Leave your belongings behind
- Keep your hands visible

2. Hide

- Hide in an area out of the active shooter's view.
- Block entry to your hiding place and lock the doors

3. Fight

- As a last resort and only when your life is in imminent danger.
- Attempt to incapacitate the active shooter
- Act with physical aggression and throw items at the active shooter

CALL 911 WHEN IT IS SAFE TO DO SO

HOW TO RESPOND

WHEN LAW ENFORCEMENT ARRIVES ON THE SCENE

1. HOW YOU SHOULD REACT WHEN LAW ENFORCEMENT ARRIVES:

- Remain calm, and follow officers' instructions
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers such as attempting to hold on to them for safety
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

2. INFORMATION YOU SHOULD PROVIDE TO LAW ENFORCEMENT OR 911 OPERATOR:

- Location of the victims and the active shooter
- Number of shooters, if more than one
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- Number and type of weapons held by the shooter/s
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Planning and Response to an Active Shooter:

An Interagency Security Committee
Policy and Best Practices Guide

November 2015



Interagency
Security
Committee

Emergency Action Plan: Active Shooter

Organization:

Address:

City, State, Zipcode:

Phone number:

Website:

Applicability and Scope

The objective of this emergency action plan template is to help organizations prepare their personnel for active shooter scenarios. This template documents basic information recommended for an effective emergency action plan. Organizations are encouraged to consider their unique circumstances and/or structure to ensure a more comprehensive plan. It applies to permanent employees, temporary employees, contractors, and visitors associated with this organization.

This plan should be updated when information listed below requires modification. The crisis manager will review this plan for accuracy on a reoccurring basis. Time frame:

Key Individuals / Teams

The organization's primary/alternate crisis manager responsible for this plan.

	Position/Office	Name	Phone Number	E-mail
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The following people will participate in developing the active shooter emergency action plan. Together, they will form the *Active Shooter Planning Team*.

	Position/Office	Name	Phone Number	E-mail



NIJ'S SAFETY AND SECURITY PLANNING APP FOR HOUSES OF WORSHIP

HOUSE OF WORSHIP SAFETY AND SECURITY ASSESSMENT



Disclaimer

This document was developed by the Justice Technology Information Center (JTIC) and funded through a grant from the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice (Award 2014-IJ-CX-K004) with assistance from representatives of various House of Worship (HOW) security team leaders and administrators (see About Section). The Justice Technology Information Center, part of the National Law Enforcement and Corrections Technology Center (NLECTC) System, is funded through a grant from the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice. Use of this app by itself to create a draft Safety and Security Plan will not replace a full risk/security assessment done by personnel trained in doing risk/security assessments specifically for HOW.

Privacy Statement: This document must be kept secure at all times in order to ensure that unauthorized parties do not gain access to the information you have stored. No data entered into this document is collected by the app developers, the National Institute of Justice, or the Justice Technology Information Center.

PART 1 – SAFETY PLAN ASSESSMENT

This section focuses on basic information about your campus such as its location and emergency contact information.

Section 1 - House of Worship Contact Information

1.6	Street Address	
1.7	City	
1.8	State	
1.9	Zip	
1.10	County	
1.11	Approximate latitude and longitude	Used to determine emergency responders tactical landing area.
1.12	Administrative point of contact	
1.13	Administrative phone number	
1.14	Worship leader point of contact	
1.15	Worship leader phone number	

Section 2 – Emergency Contact Information

You may want to keep printouts of the Emergency Contact Information section posted in the HOW office and/or near all telephones.

Enter local contact numbers.

1.12	Emergency law enforcement	
1.13	Emergency fire/EMS	
1.14	Non-emergency law enforcement	
1.15	Non-emergency fire /EMS	
1.16	Poison control center	
1.17	City/county emergency management agency	
1.18	Power company (after hours)	
1.19	Water company (after hours)	
1.20	Gas company (after hours)	

PART 3 - SAFETY AND SECURITY TEAM

This section is designed to assist you in the evaluation of your current SST or to assist you in recruiting team members from your HOW membership, as well as providing job and responsibility descriptions for each of the positions.

The next three sections are designed to assist you in:

- Identifying the talented individuals who would be helpful to have as members of your own SST.
- Understanding the roles and responsibilities of an SST.
- Defining the training and qualification needs for each category of team member.

Section 1 - Safety and Security Team Members

3.1	Does your HOW currently have an organized Safety and Security Team (SST)	Yes <input type="radio"/>	No <input type="radio"/>	N/A <input type="radio"/>
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Does your HOW have members who are willing to be part of the SST and are current active duty professionals: If yes, begin filling out member information below. If no, you should consider forming one at your earliest opportunity. Having an organized team with well-defined roles ready to step in in the event of an emergency can protect and save lives. Even if you do not create a formal team, recording information on members' capabilities could be helpful in the event of an emergency.

3.2	Sworn law enforcement officers	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.
3.3	Firefighters	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.
3.4	Physicians	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.
3.5	Nurses	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.
3.6	Paramedics	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.
3.7	Emergency medical technicians	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.
3.8	Attorney	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.
3.9	Professional journalists	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.
3.10	Public officers	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.
3.11	Counselors	Yes <input type="radio"/> No <input type="radio"/> N/A <input type="radio"/>	List names and contact numbers/email.

PROACTIVE PREVENTION STRATEGIES

ESTABLISH A “SAFETY & SECURITY” MINISTRY

A successful program covers:

- a) Protection of the children
 - Careful screening of the caregivers
 - Good supervision
 - Effective check in / check

PROACTIVE PREVENTION STRATEGIES

ESTABLISH A “SAFETY & SECURITY” MINISTRY

A successful program covers:

- b) Protection of the worship experience
 - The gathering
 - The giving
 - The leaders

PROACTIVE PREVENTION STRATEGIES

ESTABLISH A “SAFETY & SECURITY” MINISTRY

A successful program covers:

b) Protection of the ministries

- Their missions
- Their daily operations
- The integrity or reputation of the church

PROACTIVE PREVENTION STRATEGIES

1. CONTROL ACCESS TO YOUR PROPERTY

You have power to decide who gets into your house of worship and how:

- Try to limit the number of entry points during non-worship hours to limit unauthorized access
- Assign designated entrances for people during business hours
- Monitor staff entry points to prevent unauthorized access
- Ensure security patrols are conducted regularly to avoid compromised access
- Regularly audit badges and keys to ensure access to sensitive areas are accounted for

PROACTIVE PREVENTION STRATEGIES

2. STRICTLY CONTROL ADMINISTRATIVE ACCESS

Keep a close watch on who has access to the administrative areas inside your mosque, synagogue, temple, or church:

- Strictly control access to administrative areas
- Discuss sensitive issues in private areas with video surveillance
- Strictly control access to senior leadership
- Ensure your house of worship has an emergency management plan in place
- Regularly review security components in place at your church, synagogue, mosque, or temple

PROACTIVE PREVENTION STRATEGIES

3. EXTERIOR LOCATIONS

Posting signs around your synagogue, mosque, temple, or church can greatly deter potential criminal activity.

Be sure to post signage that clearly states any intruders or trespassers are being watched and monitored by video surveillance cameras.

DO NOT post the signs if you do not have a surveillance system

PROACTIVE PREVENTION STRATEGIES

4. PUBLIC AREAS

Additionally, it is important to set up a mass notification system to alert visitors and staff in case something does go wrong.

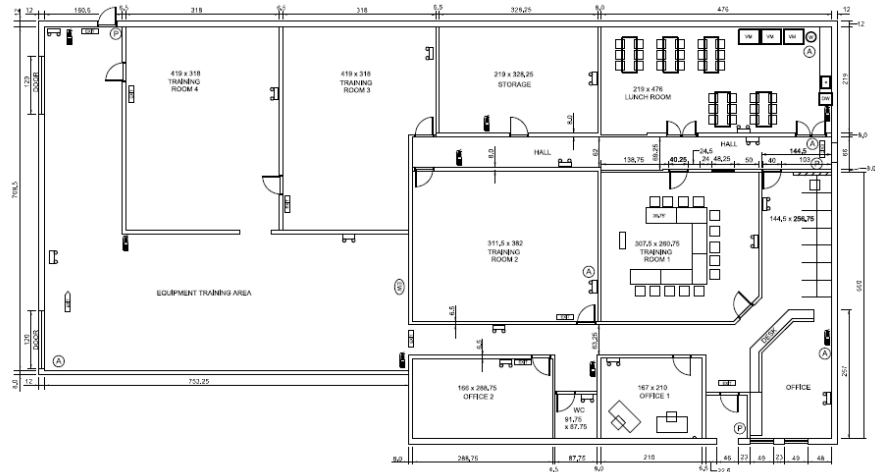
Be prepared for situations ahead of time to have more control over potentially threatening situations in the future

PROACTIVE PREVENTION STRATEGIES

5. CONNECT WITH LOCAL LAW ENFORCEMENT

Make sure your local police and sheriffs are familiar with your house of worship. Having a point of contact is useful for both sides and helps build positive relationships within the community.

If you have a digital set of development plans available, you should share those with your local police department.







Thank You!

Sergeant Charlette Mitchell
Alexandria Police Department
3600 Wheeler Avenue
Alexandria, Virginia 22304
703.746.6634

Charlette.Mitchell@alexandriava.gov

<https://nocssm.org/>

National Organization of Church Security and Safety Management

<https://www.dhs.gov/active-shooter-emergency-action-plan-video>

<https://www.dhs.gov/sites/default/files/publications/active-shooter-poster-2017-508.pdf>

<https://www.dhs.gov/sites/default/files/publications/active-shooter-emergency-action-plan-template-112017-508.pdf>

<https://www.dhs.gov/sites/default/files/publications/isc-planning-response-active-shooter-guide-non-fouo-nov-2015-508.pdf>

As more and more media began to use the internet for posting news, the stories became much more discoverable year by year until 2009 when most all news media outlets were using the internet. So incident rates prior to 2009 are due largely to the increased availability of information. However there is an unmistakable increase in incidents. **Prior to 1963 there had never been a mass murder (4 or more dead from any one attack) associated with a faith-based property.**



Prevention and readiness in churches are most effective when there is training and responsible initial responders are present. An initial responder is a protector on site at the workplace or church service, as opposed to a first responder who is dispatched by the 911 system (police, fire, and medical).



No solution switch can be flipped to prevent all attacks instantly and completely. But prevention efforts should continue to reduce their frequency and quantity—it is intentional readiness that will reduce the success of future attacks.