# FAITH-BASED COMMUNITY SELF-ASSESSMENT USER GUIDE

INTRODUCTION

This user guide provides a step-by-step sequence for navigating the Cybersecurity and Infrastructure Security Agency (CISA) Houses of Worship (HOW) Security Self-Assessment.

The Assessment, when completed, will provide an easy-to-follow road map for implementing suggested voluntary options for consideration. These options are based on current best practices designed to improve facility security and preparedness:
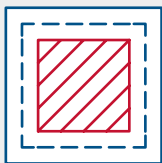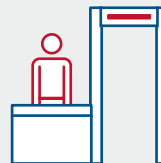
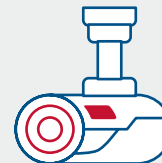|				
Security and Safety/Emergency Management	Perimeter Security/ Delineation	Parking and Barriers	Access Control/Entry Control	Video Surveillance Systems (VSS)

ASSESSMENT BASICS

Each question has either three or five answers. The answers and options for consideration are arranged from the lowest level of security that offers a very low level of protection (red) to a very high level of security that provides a greatly enhanced level of protection (green). None of this infers priority of actions to implement.

For each relevant question, identify the answer that most accurately represents your facility. Directly below the applicable answer is a corresponding option for consideration. It may be helpful to copy and paste the applicable option for consideration into a separate document or spreadsheet.

USE OF THE RESULTS

The tables in the self-assessment are designed to show a range of security and protection, from the lowest level of security that offers minimal protection (red) to a very high level of security that provides a greatly enhanced level of protection (green). None of these designations is meant to infer priority of actions to implement.

Each facility will be able to use the results of this security self-assessment to evaluate the most impactful, cost-effective options to improve their overall risk profile.

USING THE SELF-ASSESSMENT

Before starting, have a self-assessment available to easily move through the question sets. Afterwards, use the methodology depicted on the following page to evaluate your current security level and identify corresponding actions for improvement.

STEP 1 — Use a **step-by-step process** to go through each question and identify your current posture.

STEP 2 — After identifying your current posture, drop down to the corresponding option for consideration.

Consider the elements on the sliding scale to modify your security or preparedness level today or in the future.

STEP 3 — **Review and use the provided background**, references for the self-assessment question, and additional resources to build and improve your security and lower your risk.

Example: *You have identified the lack of a security plan. Gauge the level that you would like to achieve, and then use the resources referenced in the question to build a security plan*

THE SELF-ASSESSMENT IN ACTION

Question	Very Low	Low	Medium	High	Very High
Does the house of worship have a security manager or security committee to make security management decisions?	The house of worship does not have a security manager or committee.	The house of worship has a security manager or committee, but security management activities are sporadic. *Your self-identified level of security*	The house of worship has a security manager or committee. Security management activities are regularly scheduled, but not coordinated with other committees, departments, or groups (e.g., special events planning, childcare).	The house of worship has a security manager or committee. Security management activities are regularly scheduled and coordinated with other committees, departments, and groups, but additional personnel are needed to support the facility's security mission.	The house of worship has a security manger or committee, Security management activities are regularly scheduled and coordinated with other committees, departments, and groups, and staffing levels fully support the facility's security mission.
Option for Consideration	Very Low	Low	Medium	High	Very High
	Designate an individual as a security manager or a group of individuals as a security committee, and ensure that person or group is responsible for developing implementing, and coordinating all security related activities. If the manager or committee members have no security or law enforcement background, make sure they reach out to local law enforcement to become acquainted. Provide security management training and/or access to training materials and resources.	Schedule regular meetings to review security procedures and incidents. *Your starting point for improving security*	Coordinate safety and security planning with other committees, departments, and groups.	Hire or appoint additional personnel to support the facility's security mission.	Regularly assess the facility's security management program. Conduct security surveys, risk assessments, and threat assessments of the facility and neighboring areas. Implement best practices based on collaborative relationships and new or updated resources.

Continual Improvement Approach →

EASY-TO-USE REFERENCES AND RESOURCES FOR EACH QUESTION

References:
- ASIS, Securing Houses of Worship, asisonline.org/security-news/security-topics/securing-houses-of-worship/
- Interagency Security Committee (ISC), Facility Security Plan: An Interagency Security Committee Guide, cisa.gov/resources-tools/resources/isc-facility-security-plan-guide
- CISA, Security Planning Workbook, cisa.gov/security-planning-workbook

For more information:
- Protecting Houses of Worship resources and tools, cisa.gov/protecting-houses-worship.

Houses of Worship
Security Self-Assessment

Acronyms and Abbreviations

ADL	Anti-Defamation League
CCV	Closed-circuit Video
CISA	Cybersecurity and Infrastructure Agency
CPG	Comprehensive Preparedness Guide
CPTED	Crime Prevention Through Environmental Design
DHS	U.S. Department of Homeland Security
DOJ	U.S. Department of Justice
ED	U.S. Department of Education
FBI	Federal Bureau of Investigation
FB-ISAO	Faith-Based Information Sharing & Analysis Organization
FEMA	Federal Emergency Management Agency
HHS	U.S. Department of Health and Human Services
HSEEP	Homeland Security Exercise and Evaluation Program
ISC	Interagency Security Committee
NSI	Nationwide SAR Initiative
PTZ	Pan-tilt-zoom
SAMHSA	Substance Abuse and Mental Health Services Administration
VSS	Video Surveillance System

The tables in this document are designed to show a range of security and protection, from the lowest level of security that offers minimal protection (red) to a very high level of security that provides a greatly enhanced level of protection (green). None of this infers priority of actions to implement. Each facility can use the results of this self-assessment to evaluate which options for consideration are important to their situation and prioritize as they deem useful based on threat, ability to implement, and cost.

Security and Safety/Emergency Management

This section refers to the need to designate personnel to create and implement plans and procedures to address security and personnel safety issues and emergencies. Factors that contribute to the effectiveness of security, safety, and emergency management efforts at houses of worship include the designation of a security manager or security committee; volunteer ushers and greeters; existence of security and safety/emergency operations plans; commitment to training and exercises on these plans; engaging with external partners such as first responders and working groups; and mass notification capabilities and crisis communications. These teams are usually comprised of volunteers and can be composed of any members of the house of worship. Some may have a security or safety background such as law enforcement, fire service, emergency medical response, or emergency management, but any member with the interest and desire can be trained for the various roles available. Some organizations hire permanent personnel to fill specific security or safety roles. Houses of worship may use different names for their plans. They may incorporate security elements into a plan that outlines the facility's approach to operations before, during, and after an emergency, or they may have two separate plans, one focused on security and another focused on safety/emergency operations. Security generally refers to those elements that secure a facility from theft, attack, bomb threat, and similar physical harm to the congregation or facility. Safety and emergency management refers to protection from natural disasters, fires, trips and falls, accidental injuries, and health emergencies such as choking incidents, heart attacks, bee stings, and a wide range of similar events.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
1. Does the house of worship have a security manager or security committee to make security management decisions?	The house of worship does not have a security manager or committee.	The house of worship has a security manager or committee, but security management activities are sporadic.	The house of worship has a security manager or committee. Security management activities are regularly scheduled, but not coordinated with other committees, departments, or groups (e.g., special events planning, childcare).	The house of worship has a security manager or committee. Security management activities are regularly scheduled and coordinated with other committees, departments, and groups, but additional personnel are needed to support the facility's security mission.	The house of worship has a security manager or committee. Security management activities are regularly scheduled and coordinated with other committees, departments, and groups, and staffing levels fully support the facility's security mission.

Security and Safety/Emergency Management					
Option for Consideration	**Very Low**	**Low**	**Medium**	**High**	**Very High**
	Designate an individual as a security manager or a group of individuals as a security committee, and ensure that person or group is responsible for developing, implementing, and coordinating all security-related activities. If the manager or committee members have no security or law enforcement background, make sure they reach out to local law enforcement to become acquainted. Provide security management training and/or access to training materials and resources.	Schedule regular meetings to review security procedures and incidents.	Coordinate safety and security planning with other committees, departments, and groups.	Hire or appoint additional personnel to support the facility's security mission.	Regularly assess the facility's security management program. Conduct security surveys, risk assessments, and threat assessments of the facility and neighboring areas. Implement best practices based on collaborative relationships and new or updated resources.

- **Background:** Security or safety managers (or volunteer security or safety personnel) are responsible for the effective implementation of security/safety policies, programs, directives, and training within their house of worship. Security or safety committees (also known as volunteer security teams or volunteer safety teams or departments) are a group of people working together to fulfill this same purpose. They may include religious leaders, congregants, security professionals, and first responders.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) Interagency Security Committee (ISC), *Facility Security Plan: An Interagency Security Committee Guide,* 1st edition, 2015, accessed January 13, 2020, https://www.cisa.gov/sites/default/files/publications/ISC-Facility-Security-Plan-Guide-2015-508.pdf.
- **For more information:**
  - U.S. Department of Homeland Security (DHS) Cybersecurity and Infrastructure Agency (CISA), "Hometown Security," 2020, accessed April 29, 2020, https://www.cisa.gov/hometown-security.
  - State of New Jersey Office of Homeland Security and Preparedness, *Role of Security Coordinators*, undated, accessed January 14, 2020, https://static1.squarespace.com/static/54d79f88e4b0db3478a04405/t/5a4d52ee53450af96083504f/1515016942789/Role+of+Security+Coordinators.pdf.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
2. Does the house of worship have a written security and safety/emergency operations plan(s)?	The house of worship does not have a written security and/or safety/emergency operations plan(s). All security and safety/emergency response procedures are communicated verbally and may be performed on an ad hoc basis.	The house of worship has some written documentation that partially addresses safety and emergency operations policies, programs, and/or procedures (e.g., a checklist), but a comprehensive plan(s) does not exist.	The house of worship has a written security and safety/emergency operations plan(s). The security plan or portion of the plan addresses some, but not all, of the following areas: identification of threats; security force; access control; monitoring and surveillance; suspicious activity recognition and reporting; financial and cybersecurity; hiring procedures and background checks; daycare, school, and youth security (where applicable); special event and offsite excursion safety and security; and opening, locking, and closing procedures for the facility. The safety/emergency operations plan or portion of the plan addresses some, but not all, of the following areas: threat and hazard analysis; goals and objectives; procedures for medical emergencies, bomb threats, and active shooter incidents; communication, crisis management, and media procedures; evacuation, shelter-in-place, lockout, and lockdown procedures; reunification of children and parents or guardians; and recovery and resumption of operations. The plan(s) addresses maintaining point-of-contact lists, training and exercises, and plan maintenance (e.g., review and revision).	The house of worship has a comprehensive security and safety/emergency operations plan(s) that addresses all of the areas listed previously. However, leadership has not officially approved the plan(s), and the house of worship has not coordinated the plan(s) with first responders (e.g., law enforcement, fire response, and emergency medical services personnel), emergency management officials, and other community partners. If the security and safety/emergency operations plans are combined, facility personnel have explored the option of separating the combined plan into two separate plans.	The house of worship has a comprehensive security and safety/emergency operations plan(s) that addresses all of the areas listed previously. If the security and safety/emergency operations plans are combined, facility personnel are exploring the option of or are in the process of separating the combined plan into two separate plans. Leadership has approved the plan(s) and has coordinated the plan(s) with first responders, emergency management officials, and other community partners.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Establish a collaborative planning team with representatives from the house of worship, as well as first responders and others who may have roles and responsibilities in security and safety/emergency management before, during, and after an incident at the facility. Define roles and responsibilities, and determine a regular schedule of meetings for the planning process. Before developing the plan, identify, assess, and prioritize potential threats and hazards; and determine goals and objectives. Write, review, and approve the plan.	Review and expand the existing plan(s). Format the plan in a way that makes it easy for users to find the information they need and that is compatible with relevant local and state plans. Check the plan for compliance with applicable laws and regulations.	Update the plan(s) to address all of the areas listed above. If the security and safety/emergency operations plans are combined, explore the option of separating security topics from emergency operations topics into two separate plans.	Present the plan(s) to the appropriate leadership and obtain official approval of the plan(s). Coordinate the plan(s) with first responders, emergency management officials, and other community partners. Continue efforts to develop separate plans for security and for safety/emergency operations.	Regularly train, exercise, evaluate, review, and update the plan(s). Effective plans should be reviewed and updated annually based on exercise results, research, evolving threats, and lessons learned from real-world incidents.

- **Background:** A security plan provides direction on a facility's security management and policies. It is a critical component of an effective security program. A safety/emergency operations plan (also known as an emergency plan, emergency action plan, emergency response plan, and crisis plan) addresses threats and hazards to the house of worship and addresses safety needs before, during, and after an incident, which can be aligned with the national approach to preparedness efforts. Comprehensive Preparedness Guide (CPG) 101 is designed to help both novice and experienced planners navigate the planning process, by providing information and instruction on the fundamentals of planning and their application. For more information about CPG 101, visit the Federal Emergency Management Agency's (FEMA's) CPG 101 webpage.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) DHS, U.S. Department of Education (ED), U.S. Department of Justice (DOJ), Federal Bureau of Investigation (FBI), and U.S. Department of Health and Human Services (HHS), *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, June 2013, accessed January 13, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf.
- **For more information:**
  - National Criminal Justice Reference Service, *Safeguarding Houses of Worship* toolkit, undated, accessed January 13, 2020, https://www.justnet.org/resources/Houses_of_Worship.html.
  - Anti-Defamation League (ADL), *ADL Guide to Protecting Your Religious or Communal Institution*, 2017, accessed January 14, 2020, https://www.adl.org/sites/default/files/documents/adl-guide-to-protecting-your-religious-or-communal-institution-2017.pdf.
  - National Disaster Interfaiths Network, "Disaster Tip Sheets for U.S. Religious Leaders," 2007, accessed April 29, 2020, http://www.n-din.org/ndin_resources/ndin_tips_sheets_v1208.php.
  - City of Fairfax Office of Emergency Management, *Model Emergency Operations Plan for Houses of Worship*, 2014, accessed January 13, 2020, http://www.fairfaxva.gov/Home/ShowDocument?id=7314.
  - DHS CISA, "Active Shooter Emergency Action Plan Guide and Template," undated, accessed March 3, 2020, https://www.cisa.gov/publication/active-shooter-emergency-action-plan-guide.
  - DHS CISA, "Active Shooter Emergency Action Plan Video," undated, accessed March 9, 2020, https://www.cisa.gov/active-shooter-emergency-action-plan-video.
  - United Jewish Communities, *Emergency Planning: Disaster and Crisis Response Systems for Jewish Organizations*, 2003-2005, accessed January 15, 2020, http://www.jcrcny.org/wp-content/uploads/2013/10/EmergencyManual.2.0.pdf.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
3. Are employees and volunteers trained on the security and safety/emergency operations plan(s)? *Skip this question if the house of worship does not have a written security and safety/emergency operations plan(s).*	The house of worship does not train employees and volunteers on the security and safety/emergency operations plan(s).	The house of worship provides some information or training to some employees and volunteers, but not to everyone involved with implementing the plan(s). The house of worship may provide training less often than annually.	The house of worship provides at least annual training to everyone involved with implementing the plan(s) but no recurring training throughout a calendar year. Although all parties have completed training on the plan, they may not have easy access to references that will prompt them to execute their responsibilities effectively when an incident occurs (e.g., quick reference guides, badge-sized reference cards).	The house of worship provides annual training to everyone involved with implementing the plan(s), as well as some type of refresher training. Refresher training may be sporadic, for example, only after a threat or incident. The house of worship provides concise and user-friendly reference guides on the plan(s), policies, and procedures.	The house of worship provides comprehensive training to everyone involved with implementing the plan(s) annually, as well as regular refresher training throughout the year (e.g., quarterly). The house of worship provides concise and user-friendly reference guides on the plan(s), policies, and procedures.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Provide training to everyone involved in the plan(s) so they understand their roles and responsibilities before, during, and after an incident.	At least once a year, hold a meeting to educate all involved parties on the plan. Show involved parties where evacuation sites, reunification areas, media areas, and triage areas will be located. Provide training on the skills necessary for individuals to fulfill their roles. Persons will be assigned specific roles in the plan that will require special skills, such as first aid and the provision of personal assistance services for children, the elderly, individuals with disabilities, and others with access and functional needs.	Provide follow-up training to everyone involved in the plan(s) annually and throughout a calendar year. Provide appropriate and relevant literature on the plan(s), policies, and procedures (e.g., quick reference guides, badge-sized reference cards).	Provide regular refresher training throughout the year (e.g., once a quarter) to everyone involved in the plan(s).	Regularly assess the training program for the security and safety/emergency operations plan(s) to identify and remedy any gaps or shortfalls.

- **Background:** Training may include presentations developed within the house or worship or affiliated religious organization. Often, guest speakers or presentations from security subject matter experts are beneficial. Providing checklists, flip cards, or other routinely updated and refreshed reference material aids learning comprehension and retention.
- **Reference:** DHS, ED, DOJ, FBI, and HHS, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, June 2013, accessed January 13, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf.
- **For more information:**
  - DHS, "Training," undated, accessed January 22, 2020, https://www.ready.gov/business/implementation/training.
  - FEMA, "National Incident Management System," August 10, 2015, accessed January 22, 2020, https://training.fema.gov/nims/.
  - FEMA, "You Are the Help Until Help Arrives," undated, accessed January 22, 2020, https://community.fema.gov/until-help-arrives.
  - DHS, "Stop the Bleed," November 25, 2019, accessed January 22, 2020, https://www.dhs.gov/stopthebleed.
  - DHS CISA, "Active Shooter Preparedness," undated, accessed January 20, 2020, https://www.cisa.gov/active-shooter-preparedness.
  - FEMA Emergency Management Institute, "IS-360: Preparing for Mass Casualty Incidents: A Guide for Schools, Higher Education, and Houses of Worship," September 12, 2019, accessed January 22, 2020, https://training.fema.gov/is/courseoverview.aspx?code=IS-360
  - FEMA Emergency Management Institute, "IS-906 Workplace Security Awareness Training," September 12, 2019, accessed January 22, 2020, https://training.fema.gov/emiweb/is/courseoverview.aspx?code=IS-906.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
4. Are congregants trained on elements of the security and safety/emergency operations plan(s)? *Skip this question if the house of worship does not have a written security and safety/emergency operations plan(s).*	The house of worship does not train congregants on elements of the plan(s) (e.g., evacuation routes, responding to an active-shooter incident).		The house of worship provides some training to congregants at least once a year. Training may be limited to the appropriate emergency response actions for primary locations only (e.g., main gathering area, fellowship hall, classrooms).		The house of worship provides comprehensive training to congregants annually and throughout the year. Congregants are trained on appropriate emergency response actions regardless of their location in the house of worship (e.g., including hallways, bathrooms).

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Provide at least annual training on the security and safety/emergency operations plan(s) for all congregants.		Evaluate the need to provide more frequent training to congregants. Evaluate the completeness of training and provide additional information as necessary. Train congregants on appropriate emergency response actions regardless of their location in the house of worship. Ensure congregants are trained to cooperate and not to interfere with first responders.		Regularly assess the training program to identify and remedy any gaps or shortfalls. Document the delivery of training.

- **Background:** The more congregants are trained on the plan, the more effectively they will be able to act before, during, and after an incident to lessen the impact on life and property. During an incident, the natural human reaction, even for those who are highly trained, is to be startled, feel fear and anxiety, and even experience initial disbelief and denial. Loud and unfamiliar noise (e.g., from alarms, gunfire, and/or explosions) and people shouting and screaming should be expected. Training provides the means to regain composure, recall at least some of what has been learned, and commit to the appropriate emergency response actions. Repetition in training shortens the time it takes to orient, observe, and respond appropriately.
- **Reference:** DHS, ED, DOJ, FBI, and HHS, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, June 2013, accessed January 13, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf.
- **For more information:** United Jewish Communities, *Emergency Planning: Disaster and Crisis Response Systems for Jewish Organizations*, 2003-2005, accessed January 15, 2020, http://www.jcrcny.org/wp-content/uploads/2013/10/EmergencyManual.2.0.pdf.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
5. Has the house of worship coordinated the security and safety/emergency operations plan(s) with first responders? *Skip this question if the house of worship does not have a written security and safety/emergency operations plan(s).*	The house of worship has not coordinated with first responders regarding emergency preparedness.	The house of worship has provided the security and safety/emergency operations plan(s) to first responders but has not solicited or implemented their input on the plan. The house of worship has not shared critical information about the building or facilities (e.g., floor plans, location of critical assets or areas, and notification and contact lists). Emergency responders have not toured the house of worship in order to familiarize themselves with the layout of the building and grounds.	The house of worship has coordinated the security and safety/emergency operations plan(s) with first responders and has shared critical information about the building and facilities. Although emergency responders have toured the facility, the house of worship has not initiated activities to bring them onsite regularly.	The house of worship has coordinated the security and safety/emergency operations plan(s) with first responders and has provided critical information about the building and facilities. The house of worship has initiated activities to regularly bring emergency responders onsite (e.g., with training activities or traffic control). The house of worship has not created crisis response kits for first responders to use in an emergency.	The house of worship has coordinated the security and safety/emergency operations plan(s) with first responders and has shared critical information about the building and facilities. Emergency responders come onsite regularly (e.g., for training activities or traffic control). The house of worship has created crisis response kits for first responders to use in an emergency. Local law enforcement may not have conducted a security assessment of the facility.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Provide the security and safety/emergency operations plan(s) to local law enforcement and other first responders as necessary.	Review the security and safety/emergency operations plan(s) with first responders, and make changes as necessary. Share critical building and facilities information with first responders. Invite law enforcement, fire response, and emergency medical services personnel who have a role in the plan to tour the house of worship.	Offer the facility as a training and exercise location for law enforcement. Ask for assistance with traffic control if necessary. Consider hiring off-duty officers as part of the security program. Notify law enforcement of special events.	Create a crisis response kit that contains the information and equipment needed for effective management of a major critical incident. The kit may include the following information: (1) camera locations; (2) up-to-date floor plans; (3) list of key personnel and phone numbers (senior staff, facilities, security, etc.); (4) master key(s); (5) building/security force radio (if applicable); and (6) evacuation routes and assembly area locations. Due to the sensitive nature of the contents of the kit, take measures to safeguard it appropriately. Designate more than one individual to meet and assist first responders and provide them with the crisis response kit in the event of an incident.	Continue coordination with first responders. Coordinate with law enforcement to conduct security surveys, risk assessments, and threat assessments of the facility and neighboring areas. Review the contents of the crisis response kit quarterly to ensure it remains up to date. Coordinate with first responders regarding the contents of the kit. Test the radio(s) on a monthly basis, and keep batteries charged. Use the crisis kit during a drill.

- **Background:** A crisis response kit provides easy access to relevant information for first responders to enhance emergency response. Crisis kit contents usually include floor plans, point-of-contact lists, evacuation routes, and assembly area locations, among other components.
- **References:** (1) ISC, *Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practices Guide*, November 2015, accessed January 15, 2020, https://www.cisa.gov/sites/default/files/publications/isc-planning-response-active-shooter-guide-non-fouo-nov-2015-508.pdf (2) DHS, ED, DOJ, FBI, and HHS, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, June 2013, accessed January 13, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf (3) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.
- **For more information:** Lockyer, Bill, and Delaine Eastin, *Partnering for Safe Schools*, undated, accessed January 22, 2020, https://www.cde.ca.gov/ls/ss/cp/documents/crisisrespbox.pdf.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
6. Does the facility exercise the security and safety/emergency operations plan(s)? *Skip this question if the house of worship does not have a written security and safety/emergency operations plan(s).*	The house of worship does not exercise the plan(s) on an annual basis.	The house of worship exercises the plan(s) at least once annually. Exercises are tabletop or drills and involve relevant facility personnel. They do not include community partners (e.g., first responders, local emergency management staff).	The house of worship exercises the plan(s) at least once annually. Exercises are tabletop or drills and include community partners (e.g., first responders, local emergency management staff). The facility does not develop an after-action report for each exercise.	The house of worship exercises the plan(s) at least once annually. Exercises are functional and include community partners (e.g., first responders, local emergency management staff). The facility develops an after-action report for each exercise and uses it to improve plans and procedures.	The house of worship exercises the plan(s) at least once annually. Exercises are simultaneous functional exercises and include community partners (e.g., first responders, local emergency management staff). The facility develops an after-action report for each exercise and uses it to improve plans and procedures.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Test the plan at least once annually through either a tabletop exercise or a drill. Tabletop exercises are small group discussions that walk through a scenario and the courses of action a facility will need to take before, during, and after an incident. During drills, personnel use the actual facility grounds and buildings to practice responding to a scenario.	Invite community partners to participate in exercises that test the plan(s).	Document the results of all exercises, areas for improvement, and lessons learned in after-action reports. Conduct a functional exercise where events are projected through a scenario with updates that drive activity. A functional exercise is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated. One aspect of a functional exercise is that participants use their real-world communication. Sometimes for that reason these are referred to as command post exercisers.	Conduct simultaneous functional exercises to validate and evaluate multiple capabilities and functions.	After conducting multiple simultaneous functional exercises, explore the option of holding a full-scale exercise as a capstone that involves multiple agencies, organizations, jurisdictions, and even congregants. Full-scale exercises are the most complex and resource-intensive type of exercise. They often include many players operating under a cooperative system such as the Incident Command System.

- **Background:** An exercise is a way to train for, assess, practice, and improve performance in a risk-free environment. Exercises can be used for testing and validating policies, plans, procedures, training, equipment, and agreements; clarifying and training personnel in roles and responsibilities; improving coordination and communications; and identifying gaps and opportunities for improvement. If a house of worship has a combined security and safety/emergency operations plan, it may exercise the emergency operations portion of the plan only.
- **References:** (1) DHS, *Homeland Security Exercise and Evaluation Program (HSEEP)*, 2020, accessed March 11, 2020, https://preptoolkit.fema.gov/documents/1269813/1269861/HSEEP_Revision_Apr13_Final.pdf/65bc7843-1d10-47b7-bc0d-45118a4d21da 2) DHS, ED, DOJ, FBI, and HHS, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, June 2013, accessed January 13, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf.
- **For more information:**
  - DHS, "Exercises," undated, accessed January 22, 2020, https://www.ready.gov/business/testing/exercises.
  - FEMA, "HSEEP Policy and Guidance," undated, accessed January 22, 2020, https://preptoolkit.fema.gov/web/hseep-resources.
  - FEMA, "National Incident Management System," August 10, 2015, accessed January 22, 2020, https://training.fema.gov/nims/.
  - FEMA Emergency Management Institute, "IS-120.C: An Introduction to Exercises," September 12, 2019, accessed March 9, 2020, https://training.fema.gov/is/courseoverview.aspx?code=IS-120.c.
  - United Jewish Communities, *Emergency Planning: Disaster and Crisis Response Systems for Jewish Organizations*, 2003-2005, accessed January 15, 2020, http://www.jcrcny.org/wp-content/uploads/2013/10/EmergencyManual.2.0.pdf.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
7. Does the facility have lockdown, lockout, and shelter-in-place procedures?	The facility does not have lockdown, lockout, and shelter-in-place procedures.	The facility has some lockdown, lockout, and shelter-in-place procedures, but procedures may lack sufficient detail. Information concerning lockdown, lockout, and shelter-in-place procedures and locations has not been communicated to congregants.	The facility has comprehensive lockdown, lockout, and shelter-in-place procedures. Lockdown, lockout, and shelter-in-place procedures and locations have been communicated to congregants, but key information is not posted throughout the building.	The facility has comprehensive lockdown, lockout, and shelter-in-place procedures. Lockdown, lockout, and shelter-in-place procedures and locations have been communicated to congregants, and key information is posted throughout the building. However, the facility does not have a regular cycle for reviewing and updating the lockdown, lockout, and shelter-in-place procedures. The facility has not evaluated the need for any "safe rooms" for protection against extreme threats or hazards (e.g., tornado, hurricane, or active shooter). "Safe rooms" are designated spaces where people can retreat to in the event of an immediate threat of danger.	The facility has comprehensive lockdown, lockout, and shelter-in-place procedures. Lockdown, lockout, and shelter-in-place procedures and locations have been communicated to congregants, and key information is posted throughout the building. The facility regularly reviews the lockdown, lockout, and shelter-in-place procedures and implements updates as needed. The facility has "safe rooms" to provide immediate life-safety protection against extreme threats or hazards, or has evaluated the need for these spaces.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Develop lockdown procedures to ensure all persons are secured quickly in rooms away from immediate danger during incidents that pose an immediate threat of violence in the house of worship. Develop lockout procedures to ensure all persons on the premises return to and are secured within the building when conditions outside the house of worship are unsafe. Develop shelter-in-place procedures for situations when persons are required to remain in the facility, perhaps for an extended period, because it is safer inside the building or a room than outside.	Review and expand existing lockdown, lockout, and shelter-in-place procedures. Ensure information concerning lockdown, lockout, and shelter-in-place procedures and locations is communicated to congregants, including individuals with disabilities or others with access and functional needs.	Post key information (e.g., lockout procedures, lockdown and shelter-in-place locations) throughout the facility to provide congregants with easy access to this information.	Regularly assess the facility's lockdown, lockout, and shelter-in-place procedures, and update them as needed. Use after-action reports for each exercise of the security and safety/emergency operations plan(s) to improve these procedures. Evaluate the need for and integration of "safe rooms" in order to provide immediate life-safety protection against extreme threats or hazards. A designated safe room may be equipped with a duress button, telephone, and reinforced doors.	Research, evaluate, and implement enhancements to lockdown, lockout, and shelter-in-place procedures based on collaborative relationships and new or updated resources.

- **Background:** Lockdown procedures are actions the house of worship will execute to secure individuals inside the building during incidents that pose an immediate threat of violence within the facility, when movement within the building is unsafe. The primary objective of a lockdown is to ensure all persons are secured quickly in rooms away from immediate danger. Lockout procedures are actions the house of worship will execute to secure individuals inside the building during incidents that pose an immediate threat of violence outside the facility, when exiting the building is unsafe. During a lockout, movement within the house of worship may be permissible, but all exterior doors remain locked and individuals should avoid exposed areas (e.g., glass doors, windows). Windows may need to be covered. Shelter-in-place procedures are actions the house of worship will execute when individuals are required to remain indoors, perhaps for an extended period, because it is safer inside the building or a room than outside. Depending on the threat or hazard, persons may be required to move to rooms that can be sealed (such as in the event of a chemical or biological hazard) or without windows, or to a weather shelter (such as in the event of a tornado).
- **Reference:** DHS, ED, DOJ, FBI, and HHS, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship,* June 2013, accessed January 13, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf.
- **For more information:**
  - o FEMA, "Public and Community Safe Rooms," February 16, 2016, accessed April 29, 2020, https://www.fema.gov/public-and-community-safe-rooms.
  - o United Jewish Communities, *Emergency Planning: Disaster and Crisis Response Systems for Jewish Organizations*, 2003-2005, accessed January 15, 2020, http://www.jcrcny.org/wp-content/uploads/2013/10/EmergencyManual.2.0.pdf.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
8. Does the house of worship have mass notification capabilities?	The house of worship does not have a way to alert the entire facility of imminent danger. The house of worship does not monitor external sources for important emergency information (e.g., weather alerts, public safety announcements from local first responders, and national public warnings from the Emergency Alert System).		The house of worship monitors external sources for important emergency information and has a public address system for onsite emergency communications but lacks ways to communicate warnings to individuals who need other accommodations such as visual signals. The house of worship does not periodically test the system.		The house of worship monitors external sources for important emergency information and has both audio and visual mass notification systems for onsite emergency communications. They are unique and separate from communications channels used for routine announcements. The house of worship periodically tests the system.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	With consideration of the size of the facility and the congregation, install a public address system to provide a means of mass communication and to provide warning and alert information, along with actions to take before and after an incident. Monitor external sources for important emergency information (e.g., weather alerts, public safety announcements from local first responders, and national public warnings from the Emergency Alert System).		Explore options to communicate warnings more effectively beyond only audible alerts, such as strobe lights. Test the emergency mass communication system periodically to ensure its functionality and so employees, volunteers, and congregants are familiar with its use.		Verify that employees, volunteers, and congregants know how to respond appropriately to alerts onsite. Ensure that notification protocols are readily available and understood by those who may be responsible for sending out or broadcasting an announcement.

- **Background:** (1) The size of the house of worship and the congregation gathering within may negate the need for a public address system. (2) Mass notification systems available today offer capabilities far beyond those of a traditional public address system. The goal of these systems is to broadcast information rapidly to facilitate appropriate response actions. New technologies have created the ability to reach people using multiple methods such as public announcement, email, text message, desktop notification, etc.

- **Reference:** DHS, ED, DOJ, FBI, and HHS, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, June 2013, accessed January 13, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf.
- **For more information:** United Jewish Communities, *Emergency Planning: Disaster and Crisis Response Systems for Jewish Organizations*, 2003-2005, accessed January 15, 2020, http://www.jcrcny.org/wp-content/uploads/2013/10/EmergencyManual.2.0.pdf.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
9. Does the house of worship have crisis communications plans and procedures?	The house of worship does not have any crisis communications plans or procedures.		The house of worship has crisis communications plans and procedures that address emergency contacts, chain of command, and distribution of mass notifications, but they may lack some level of detail. A spokesperson for the congregation may not have been designated or may have been designated without relevant training and/or resources.		The house of worship has comprehensive crisis communications plans and procedures that address emergency contacts, chain of command, distribution of mass notifications, coordination with local government officials (e.g., public information officers), and support for affected congregants who prefer not to engage with the media. A spokesperson for the congregation has been designated and adequately trained.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Develop a plan for crisis communications. Include a list of emergency contacts such as law enforcement, religious leaders, relevant volunteers, security committee members, and others. Establish emergency communication protocols to clearly designate the chain of command as to who should be contacted in the event of an emergency or major incident. Coordinate communication procedures that include mass notification texts, social media posts, and emails.		Evaluate crisis communications plans and procedures for completeness. Include procedures for coordinating with local government, crisis communications, and external affairs officials (e.g., public information officers). Ensure plans address how affected congregants will be supported if they prefer not to engage with the media. This may include strategies for keeping the media separate from congregants while the emergency is ongoing and supporting congregants who may experience unwanted media attention at their homes. Designate a spokesperson for the congregation to gather the facts and issue statements. Provide the spokesperson with relevant training and/or resources. Stipulate that other congregants refrain from speaking to the media.		Regularly review crisis communications plans and procedures to identify and remedy any gaps or shortfalls. Use after-action reports from operations plan(s) exercises to improve these plans and procedures.

- **Background:** Crisis communications plans and procedures facilitate prompt response and outreach during and following an emergency, enabling a house of worship to reach various audiences with information pertinent to their interests and needs. House of worship leadership should be prepared to communicate effectively with government officials, the general public, and the media to deliver information that informs without frightening of provoking unnecessary alarm when emergencies occur.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) DHS, "Crisis Communications Plan," January 21, 2016, accessed January 23, 2020, https://www.ready.gov/business/implementation/crisis.

- For more information:
  - Substance Abuse and Mental Health Services Administration (SAMHSA), *Communicating in a Crisis: Risk Communication Guidelines for Public Officials*, 2019, accessed January 23, 2020, https://store.samhsa.gov/system/files/pep19-01-01-005.pdf.
  - SAMHSA, "Communications," May 28, 2019, accessed January 23, 2020, https://www.samhsa.gov/dtac/dbhis-collections/disaster-response-template-toolkit/communications.
  - SAMHSA, "Disaster Response Templates: Messaging Through Other Media," October 21, 2019, accessed January 23, 2020, https://www.samhsa.gov/dtac/dbhis-collections/disaster-response-template-toolkit/messaging-through-other-media.
  - United Jewish Communities, *Emergency Planning: Disaster and Crisis Response Systems for Jewish Organizations*, 2003-2005, accessed January 15, 2020, http://www.jcrcny.org/wp-content/uploads/2013/10/EmergencyManual.2.0.pdf.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
10. Does the house of worship receive threat information, security-related bulletins, advisories, or alerts from an external source?	The house of worship does not receive any threat information, security-related bulletins, advisories, or alerts from an external source.		The house of worship monitors open-source intelligence information related to threats against houses of worship, but has not joined any trusted communities of peers and partners exchanging issues, ideas, intelligence, and other information across private networks.		The house of worship monitors open-source intelligence information related to threats against houses of worship and is part of at least one vetted, private information-sharing network such as the Faith-Based Information Sharing & Analysis Organization (FB-ISAO). In addition, the house of worship has contacted the local police department regarding access to crime report information, and receives such information if it is available. However, the house of worship does not network locally to gain intelligence information.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Monitor open-source intelligence information related to threats against houses of worship for criminal, cybercrime, and terrorist activities.		Request access to a vetted, private information-sharing network such as FB-ISAO. Contact the local police department regarding access to crime report information.		Establish a networking group with other religious leaders in the community to share best practices and intelligence information regarding safety and security. Reach out to the local Protective Security Advisor for assistance with coordinating this networking group.

- **Reference:** ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.
- **For more information:**
  - DHS, "Protective Security Advisors," undated, accessed February 12, 2020, https://www.cisa.gov/protective-security-advisors.
  - FB-ISAO, "Services," 2020, accessed January 22, 2020, https://faithbased-isao.org/services.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
11. Does the house of worship participate in any external security or emergency preparedness working groups?	The house of worship does not participate in any external security or emergency preparedness working groups.	Facility personnel are connected with a federal, state, local, or private sector security or emergency preparedness working group. They may not regularly attend meetings, but they receive information.	Facility personnel are connected with a security or emergency preparedness working group. They regularly attend meetings and receive information.	Facility personnel are connected with a security or emergency preparedness working group. They regularly attend meetings and receive information. They may participate in special events or activities that the working group sponsors. They may have leadership positions in the group.	Facility personnel are connected with two or more security and/or emergency preparedness working groups. They regularly attend meetings and receive information. They may participate in special events or activities that a working group sponsors. They may have leadership positions in a group.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Reach out to other religious leaders in the community, local law enforcement, and/or federal, state, or local homeland security or emergency management officials to identify opportunities to participate in security or emergency preparedness working groups.	Prioritize attendance at security or emergency preparedness working group meetings.	Seek out more ways for facility personnel to benefit from participating in the security or emergency preparedness working group, for example, by getting involving in special events or activities or by taking leadership positions in the group.	Join other security or emergency preparedness working groups to increase engagement and gain additional resources in these areas.	Assess the need to engage with additional security or emergency preparedness working groups.

- **Background:** A security or emergency preparedness working group (also called work groups, task forces, and a variety of other names) are groups in which practitioners, often representing various disciplines, come together to contribute their time, expertise, passion, and experiences to help develop and implement strategies to improve overall security and/or emergency preparedness among houses of worship. This type of working group would be external to the house of worship. It may be through the affiliated religious organization or an interfaith collaboration.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) DHS, *NIPP 2013: Partnering for Critical Infrastructure Security and Resilience*, 2013, accessed March 11, 2020, https://www.cisa.gov/sites/default/files/publications/national-infrastructure-protection-plan-2013-508.pdf.
- **For more information:**
  - Short list of sample working groups (not specifically endorsed by DHS).
    - FB-ISAO, "Working Groups," 2020, accessed January 22, 2020, https://faithbased-isao.org/membership/working-groups.
    - ADL, Homepage, 2020, accessed January 22, 2020, https://www.adl.org.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
12. Does the house of worship conduct background checks on employees and volunteers?	The house of worship does not conduct any background checks on employees or volunteers.	The house of worship procures background checks on select individuals only.	The house of worship procures background checks on all employees and volunteers. However, the type of background checks conducted may provide minimal information, creating a false sense of security.	The house of worship procures thorough background checks on all employees and volunteers. Unique detailed checks are conducted according to an individual's position (e.g., credit checks for anyone handling money). However, background checks are conducted only initially (e.g., upon hire or when volunteer services began) and not on a recurring basis.	The house of worship procures thorough background checks on all employees and volunteers. Background checks are conducted initially and on a recurring basis.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	After seeking legal counsel, procure background checks for employees and volunteers, especially for individuals working with children. Establish a standard waiting period when a new person arrives before allowing them to serve in various capacities, such as childcare. Keep personnel files on all staff and volunteers.	Procure background checks on all employees and volunteers.	Procure thorough background checks that include criminal history and prior employment. Require individuals who handle money to consent to a credit and background check. Run a license check on individuals who drive vehicles.	Procure recurring background checks for all employees and volunteers on a regular basis.	Audit personnel files regularly to verify background checks have been completed and recurring checks are completed as scheduled.

- **Background:** Various types of background checks and background check services are readily available, and some background check companies cater specifically to religious organizations. Background checks commonly include Social Security number traces and address verification as well as searches of misdemeanor and felony criminal records at county, state, and national levels; sex offender registries; and civil records. It is vital that houses of worship intending to screen job applicants follow legal requirements associated with conducting background checks. Seek legal counsel before proceeding with this action.
- **Reference:** ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.

- For more information:
  - ASIS International, *Auditing Management Systems: Risk, Resilience, Security, and Continuity—Guidance for Application (ANSI/ASIS SPC.2-2014)*, Alexandria, VA: ASIS International, 2014.
  - Walsh, T.J., and R.J. Healy, *Protection of Assets: Investigation*, Michael E. Knoke, Ed., Alexandria, VA: ASIS International, 2011.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
13. Does the facility provide security information to employees, volunteers, and congregants?	The house of worship does not provide security information to employees, volunteers, and congregants.	The house of worship provides information about specific security incidents to employees and volunteers. The facility does not provide security awareness information.	The house of worship provides information about specific security incidents as well as security awareness information to employees and volunteers. However, security awareness information is limited in scope and availability (e.g., provided occasionally).	The house of worship provides information about specific security incidents as well as security awareness information to employees and volunteers on a recurring basis. Security awareness information is detailed and comprehensive, but distribution is limited (e.g., emails only). The house of worship also encourages congregants to take personal responsibility for strengthening the community's security culture, for example, with messages in printed materials already regularly distributed.	The house of worship provides information about specific security incidents as well as security awareness information to employees and volunteers on a recurring basis. Congregants also receive security awareness information. Security awareness information is detailed, comprehensive, and communicated through a variety of formats (e.g., emails, posters, announcements, regular meetings).

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Provide information about specific security incidents to employees and volunteers.	Provide security awareness information in addition to information about specific security incidents.	Provide more detailed and comprehensive security awareness information. Disseminate information regularly.	Disseminate security information through a variety of formats (e.g., emails, posters, announcements, regular meetings). Explore ways to expand and increase messaging to congregants regarding steps they can individually take to strengthen the facility's security culture.	Continue to provide security information to employees, volunteers, and congregants. Solicit feedback regarding the usefulness of the type of information provided.

- **Background:** Security information refers to information about specific security incidents as well a security awareness information such a potential threats and actions individuals can take to minimize risks.
- **Reference:** Walsh, T.J., and R.J. Healy, *Protection of Assets: Crisis Management*, Michael E. Knoke, Ed., Alexandria, VA: ASIS International, 2011.
- **For more information:**
  - o DHS, *"If You See Something, Say Something®,"* undated, accessed January 22, 2020, https://www.dhs.gov/see-something-say-something.
  - o DHS, *Security of Soft Targets and Crowded Places–Resource Guide*, April 2019, accessed January 15, 2020, https://www.cisa.gov/sites/default/files/publications/19_0424_cisa_soft-targets-and-crowded-places-resource-guide.pdf.
  - o DOJ's Community Relations Service, https://www.justice.gov/crs, and its program, Protecting Places of Worship, https://www.justice.gov/file/1058496/download.
  - o DHS, *Online Suspicious Activity Reporting (SAR) Training for Law Enforcement and Hometown Security Partners*, undated, accessed January 22, 2020, https://www.dhs.gov/nationwide-sar-initiative-nsi/online-sar-training.

Security and Safety/Emergency Management					
Question	Very Low	Low	Medium	High	Very High
14. Does the facility have procedures for bomb threats and suspicious items?	The facility does not have procedures for bomb threats or suspicious items.	The facility has some written documentation that addresses bomb threats and suspicious items, but detailed, comprehensive procedures do not exist. Mail and shipping procedures ensure all mail and packages are delivered to a single location. External entities cannot deliver mail or packages directly to an individual.	The facility has bomb threat and suspicious item procedures, but some information may be lacking. The facility may not communicate these procedures to employees and volunteers. Congregants are aware that if they encounter a suspicious item, they should leave it alone and notify someone in authority.	The facility has a detailed bomb threat plan and comprehensive suspicious item procedures that define characteristics and outline appropriate response actions. The facility communicates these procedures to employees and volunteers but does not provide them any training. Congregants are aware that if they encounter a suspicious item, they should leave it alone and notify someone in authority.	Detailed guidelines provide the appropriate actions for responding to a bomb threat, and comprehensive procedures define common characteristics of suspicious items and outline appropriate response actions. The facility communicates these plans and procedures to employees and volunteers, and it provides them related training as appropriate. Congregants are aware that if they encounter a suspicious item, they should leave it alone and notify someone in authority.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Develop two checklists, one to help to help employees and volunteers to respond to a bomb threat and another to help personnel identify suspicious items left around or within the house or worship, or delivered to the facility. Establish procedures for regular delivery services and employees to ensure all mail and packages are delivered to a single location. Ensure external entities cannot deliver mail or packages directly to an individual.	Develop detailed guidelines for responding to a bomb threat and comprehensive procedures for suspicious items that define their common characteristics and outline appropriate response actions. Share these plans and procedures with employees and volunteers. Ensure congregants are aware that if they encounter a suspicious item, they should leave it alone and notify someone in authority.	Review the existing bomb threat and suspicious item procedures, and incorporate additional information as needed. Share the updated procedures with employees and volunteers.	Provide regular training on bomb threat and suspicious item procedures as appropriate.	Test bomb threat and suspicious item procedures. Review bomb threat and suspicious package procedures to identify and remedy any gaps or shortfalls. Based on the results of a risk assessment and if budgets allow, explore options for centralizing mail and package handling and processing operations at a location separate from the house of worship.

- **Background:** A suspicious item may contain dangerous materials. Suspicious items vary in size and shape, and can be boxes, envelopes, backpacks, bags, or other items, and they may be delivered to the house of worship or left unattended around or within the building. They may have powdery substances felt through or appearing on them; oily stains or discolorations on the exterior; strange odors; and/or excessive packaging material, like tape or string. The package may be lopsided or bulky, and it may emit ticking sounds or have protruding wires or exposed aluminum foil. Active shooters may use explosives or suspicious packages as a diversion or distraction.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship*, 2012, accessed January 14, 2020, http://sacramentointerfaith.org/wp-content/uploads/2015/06/ASIS-best-practices.pdf (2) DHS and ISC, *Best Practices for Mail Screening and Handling Processes: A Guide for the Public and Private Sectors,* 1st edition, September 27, 2012, accessed March 3, 2020, https://www.cisa.gov/sites/default/files/publications/isc-mail-handling-screening-nonfouo-sept-2012-508.pdf.
- **For more information:**
  - DHS, "Nationwide SAR Initiative (NSI)," undated, accessed January 22, 2020, https://www.dhs.gov/nsi.
  - DHS CISA, "What To Do – Bomb Threat," undated, accessed January 22, 2020, https://www.cisa.gov/what-to-do-bomb-threat.
  - DHS CISA, "Bomb Threat Training Video," undated, accessed January 22, 2020, https://www.cisa.gov/what-to-do-bomb-threat.
  - DHS CISA, "Unattended vs. Suspicious Item Postcard and Poster," undated, accessed March 3, 2020, https://www.cisa.gov/publication/unattended-vs-suspicious-item-postcard-and-poster.
  - DHS Office for Bombing Prevention, "AWR-335 — Response to Suspicious Behaviors and Items for Bombing Prevention (RSBI)," undated, accessed January 22, 2020, https://cdp.dhs.gov/obp.
  - DHS Office for Bombing Prevention, *Bomb Threat Checklist*, 2014, accessed March 3, 2020, https://www.cisa.gov/sites/default/files/publications/dhs-bomb-threat-checklist-2014-508.pdf.
  - DHS and DOJ, *Bomb Threat Guidance*, 2016, accessed March 3, 2020, https://www.cisa.gov/sites/default/files/publications/dhs-doj-bomb-threat-guidance-brochure-2016-508.pdf.
  - DOJ FBI, FBI Bomb Data Center, *General Information Bulleting 2012-1: The Bomb Threat Challenge*, undated, accessed January 14, 2020, http://cdpsdocs.state.co.us/safeschools/Resources/FBI/FBI-BombThreatChallenge-1.pdf.
  - Bureau of Alcohol, Tobacco, Firearms and Explosives, *Threat Assessment Guide for Houses of Worship*, 2004, accessed January 14, 2020, https://www.hsdl.org/?view&did=447823.
  - ADL, *ADL Guide to Protecting Your Religious or Communal Institution*, 2017, accessed January 14, 2020, https://www.adl.org/sites/default/files/documents/adl-guide-to-protecting-your-religious-or-communal-institution-2017.pdf.
  - DHS and ISC, *Best Practices for Safe Mail Handling*, undated, accessed March 3, 2020, https://www.fbiic.gov/public/2010/nov/safe_Mail_Handling.pdf.

Security and Safety/Emergency Management					
Question	**Very Low**	**Low**	**Medium**	**High**	**Very High**
15. Does the house of worship have cash management controls?	The house of worship does not have established cash management controls. Any cash-handling policies and procedures are communicated verbally and may be performed on an ad hoc basis. If cash is stored onsite, it is not adequately secured in a safe. A lockable cash drawer may be in use.	Cash storage is adequately secured with a safe, or money is deposited immediately after collection. The house of worship has established cash-handling policies and procedures and financial safety protocols. However, dual custody or dual controls are not required for all cash-handling procures. Financial records may lack detail or be incomplete.	Cash storage is adequately secured or money is deposited immediately. The house of worship has established cash-handling policies and procedures and financial safety protocols. A two-party system is in place to ensure that no one person has sole access to contributions and other collections. Financial records are detailed and accurate. However, not all individuals with cash access have undergone a background check that includes a credit check.	Cash storage is highly secured or money is deposited immediately. The house of worship has established cash-handling policies and procedures and financial safety protocols. Financial records are detailed and accurate. Individuals with cash access have undergone a thorough background check that includes a credit check.	Cash storage is highly secured or money is deposited immediately. The house of worship has established cash-handling policies and procedures and financial safety protocols. Financial records are detailed and accurate. Individuals with cash access have undergone a thorough background check that includes a credit check, and they have signed a confidentiality agreement agreeing not to remove and/or release any financial data in any way.

Security and Safety/Emergency Management					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Establish written policies and procedures that identify administrative controls and requirements to provide resource and expenditure safety, security, and accountability. Provide secure storage of contributions and other collections.	Keep detailed and accurate financial records. Implement requirements for multiple persons to handle money. Basic internal controls dictate that (1) at least two people (preferably unrelated) should be present when counting money and another individual may observe the process; (2) at least two people (preferably unrelated) should be required to open a safe or vault; and (3) if the safe or vault is opened using a combination, the combination should be split into segments and given to two or more people.	Screen individuals with access to contributions and other collections with a thorough background check that includes a credit check.	Require individuals with cash access to sign a confidentiality agreement stating that they will not copy, photograph, remove and/or release any financial data.	Conduct regular and reconciliations, internal reviews, and audits. Submit financial reconciliations to leaders for review regularly (e.g., monthly). Periodically conduct an unscheduled count or reconciliation of petty cash.

- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) ECCU, *Handling Cash: A Common-Sense Approach to Securing Your Ministry's Most Liquid Asset*, undated, accessed January 14, 2020, https://www.eccu.org/assets/white_paper_pages/22/pdfs.pdf.
- **For more information:**
  - State of New Jersey Office of Homeland Security and Preparedness, *Facility Self-Assessment*, January 2019, accessed January 14, 2020, https://static1.squarespace.com/static/54d79f88e4b0db3478a04405/t/5c3e22af898583ec9bab10ae/1547575983886/Facility+Self+Assessment+Tool+January+2019.pdf.
  - DHS, ED, DOJ, FBI, and HHS, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, June 2013, accessed January 13, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf.

Security Force/Safety Team

The terms safety and security have different meanings as used in this toolset. Safety refers to efforts to lessen the impacts of unusual incidents such as floods, fires, earthquakes, electrical faults, and accidents. Security refers to efforts to detect or prevent an attack by a malevolent actor or actors. A security force, as defined in this toolset, is a group of volunteers, employees, or contractors whose primary responsibilities are to provide security at the house of worship. These teams, regardless of name, may have duties that overlap with safety responsibilities. A security force, as defined here, may include general personnel who observe and report in addition to their regular duties. They may be ushers and greeters. Security forces at houses of worship can vary significantly in terms of size and responsibilities. Smaller facilities may have one or two people with a few security responsibilities, medium-sized facilities may have a larger team with several types of security capabilities, and larger facilities may have a professionalized security force consisting of combinations of in-house security employees and contract personnel. The need for a security force should be determined based on an assessment of threats facing the facility. The number and nature of assets and people needing protection and available staffing, budget, and expertise influence the size and scope of a security force. The key factor for a security force is to have a team of people with some ability to provide access control and respond to security- and safety-related incidents at the facility. Be aware that in some state and local areas, paid security force members must be licensed by the state and/or local county/municipality in order to carry out security functions. Check with state and local agencies for licensing and insurance requirements.

Due to some historical and recent events, the issue of providing lethal and less-than-lethal weapons has been raised. Although no question in this self-assessment deals directly with that topic, some facilities may choose to explore that option. Some house of worship leaders may wish to consider arming their security force as part of their broader security strategy. Options for maintaining an armed force range from members with valid concealed carry weapons to former military/law enforcement to off-duty law enforcement officers all the way to a professionalized and contracted security force. Based on assessments conducted by the Cybersecurity and Infrastructure Security Agency, members with concealed carry weapons are not normally an organized or coordinated team or may not even be known to the house of worship leadership or members. Arming a security force may not be appropriate for all houses of worship. The decision should be based on a thorough risk analysis process that includes identification of potential threats, understanding of liability, and knowledge of local regulations, as well as training and insurance costs. It is important to coordinate a planned armed response with law enforcement and first responders.

For more information see:
- Secure Community Network, *Firearms and the Faithful: Approaches to Armed Security in Jewish Communities*, January 2020, accessed January 20, 2020, https://cdn.fedweb.org/fed-91/2/FirearmsandtheFaithful%255B2%255D%25281%2529.pdf.
- Norman, Thomas L., *Risk Analysis and Security Countermeasure Selection*, Boca Raton, FL: CRC Press, 2010.
- ASIS International, *Protection of Assets: Security Officer Operations*, Alexandria, VA: ASIS International, 2011.

Security Force/Safety Team					
Question	Very Low	Low	Medium	High	Very High
16. Does the facility have a security force or security team to carry out daily security operations?	The facility does not have a security team or force of any kind.	The facility does not have a defined security force, but some paid or volunteer members may have an additional duty related to security.	A security team or volunteer security force exists but has minimal presence and conducts periodic patrols. A local police officer may be present or conduct an onsite visit once during main gathering times to assist in security response, entry and traffic control, and administering security policy.	The facility employs or contracts a security force or assigns volunteers for the specific purpose of security during gatherings and events. The security force patrols the facility often and staffs static posts at critical assets and areas. A local police officer is on the campus during main gathering times to assist in security response.	The facility has an onsite security force (at the house of worship) at all times. The security force is employed or contracted for the specific purpose of securing the house of worship. This includes the presence of one or more law enforcement officers during main gatherings.

Security Force/Safety Team					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Assign and provide training to a few paid or volunteer members to perform basic security tasks that include ensuring doors and windows are locked, coordinating active-shooter response procedures, and addressing suspicious activity.	Explore the feasibility of establishing or contracting a security force or forming and training a volunteer force at the facility to actively protect the congregation and the property, and to rapidly respond to security incidents and/or emergencies. Depending on state and local regulations, security force personnel may be subject to registration, licensing, certification, specific training, and other requirements.	Establish agreements or contracts to employ a security force with the specific purpose of facility security. Contact local law enforcement and coordinate onsite visits with an on-duty officer during regular gathering times.	Establish agreements or contracts to employ a security force with the specific purpose of being an onsite security force at all major gathering times. The security force is employed or contracted for the specific purpose of facility security. This may include an officer from the local police force that provides onsite presence during all regular gathering times.	Routinely review the role of the security force and establish metrics for continuous improvement and modification to the role. Ensure the security force is actively engaged with the house of worship leadership and assists with or conducts ongoing training and development of employees and volunteers as related to security.

- **Background:** A security force, as defined here, may include general personnel who observe and report in addition to their regular duties. They may be ushers and greeters. Security forces at houses of worship can vary significantly in terms of size and responsibilities.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) Knoke, Michael E., *Physical Security Principles*, Alexandria, VA: ASIS International, 2015, ch. 12.
- **For more information:**
    - FEMA, "National Incident Management System," August 10, 2015, accessed January 22, 2020, https://training.fema.gov/nims/.
    - FEMA Emergency Management Institute, "IS-906 Workplace Security Awareness Training," September 12, 2019, accessed January 22, 2020, https://training.fema.gov/emiweb/is/courseoverview.aspx?code=IS-906.
    - FEMA, "You Are the Help Until Help Arrives," undated, accessed January 22, 2020, https://community.fema.gov/until-help-arrives.
    - FEMA Emergency Management Institute, "IS-360: Preparing for Mass Casualty Incidents: A Guide for Schools, Higher Education, and Houses of Worship," September 12, 2019, accessed January 22, 2020, https://training.fema.gov/is/courseoverview.aspx?code=IS-360

	Security Force/Safety Team				
Question	Very Low	Low	Medium	High	Very High
17. What security training does the facility provide to the security force, employees, and/or volunteers/members who fulfil security roles? *Skip this question if the house of worship does not have any personnel responsible for fulfilling any security responsibilities.*	The house of worship has provided no training, no posters, and no security awareness training for personnel within past 12 months.	The house of worship has some posters or security awareness training for personnel at initial employment. The training may include refresher training on emergency response activities at irregular intervals, but no other follow-up takes place throughout the year.	Security awareness training, including active-shooter training for paid or volunteer members occurs at initial employment and one other time throughout the year. If applicable, the security force receives training as stated in a contract or agreement. Posters are available in administrative office areas. The house of worship does not provide volunteers and employees with training on how to help in a bleeding emergency before first responders arrive.	The house of worship provides security awareness training including active-shooter training and emergency response exercise at initial employment. Routine training throughout the year is provided for personnel. Posters are available in administrative office areas. Volunteers and employees have been trained on bleeding control and have access to products to help stop traumatic hemorrhaging.	Personnel receive extensive, recurring training including active-shooter training. If applicable, security force personnel provide routine monthly training to faculty and staff. Posters are available in administrative office areas. All employees and volunteers have been trained on bleeding control. The house of worship has kits with products intended to stop traumatic hemorrhaging.

Security Force/Safety Team					
Option for Consideration	**Very Low**	**Low**	**Medium**	**High**	**Very High**
	Use the DHS Active Shooter Preparedness website to establish initial training. At a minimum, provide security awareness training at initial employment for all paid and volunteer members involved in security roles. Provide refresher yearly refresher training related to active shooter and other emergency response activities.	Use the DHS Active Shooter Preparedness website as needed to enhance training. In addition to initial employment and once per year, conduct follow-up training at least one other time throughout the year. Develop or contract a formal training program for those responsible for security such as emergency response Incident Command System/National Incident Management System. Provide continuation and in-service training for employees and volunteers to maintain and enhance job proficiency. Document training and retain training records.	Use the DHS Active Shooter Preparedness website as needed to enhance training. Employ security professionals certified or licensed through a federal or state program. Ensure the training requirements they fulfilled to become certified or licensed will equip them to fulfill the facility's security requirements. Establish a security topic as part of regular meetings. Provide all employees and volunteers with awareness materials and training throughout the year. Train employees and volunteer to provide immediate bleeding control in an emergency. Provide bleeding control supplies.	Use the DHS Active Shooter Preparedness website as needed to enhance training. Use security force, or law enforcement (local, state, or federal) to conduct additional training and exercises throughout the year. Provide all paid and volunteer members awareness materials and update materials throughout the year.	Use the DHS Active Shooter Preparedness website (or equivalent) to enhance training. Enhance training with realistic drills and exercises. If possible, involve congregants in active-shooter drills or exercises to create a realistic simulation. Document lessons learned and implement updated actions.

- **Background:** No single response fits all active-shooter situations; however, making sure that each individual involved in security roles knows his or her emergency options and can react decisively will save valuable time. Depicting scenarios and considering emergency options in advance will assist individuals and groups in quickly selecting their best course of action. In general, three basic options are available in an active-shooter situation: run away from the shooter, hide in a secure place the shooter cannot access, or fight back to incapacitate the shooter. As a situation develops, paid/volunteer members and congregants may need to use more than one option. During an active-shooter incident, everyone should follow the plan and any instructions provided as the situation unfolds, but often they will have to rely on their own judgment to decide on the best option.

- **References:** (1) ISC, *Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practices Guide*, November 2015, accessed January 15, 2020, https://www.cisa.gov/sites/default/files/publications/isc-planning-response-active-shooter-guide-non-fouo-nov-2015-508.pdf (2) DHS, ED, DOJ, FBI, and HHS, 2013, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, June 2013, accessed January 20, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf.

- **For more information:**
  - FEMA Emergency Management Institute, "IS-906 Workplace Security Awareness Training," September 12, 2019, accessed January 22, 2020, https://training.fema.gov/emiweb/is/courseoverview.aspx?code=IS-906.
  - DHS CISA, "Active Shooter Preparedness," undated, accessed January 20, 2020, https://www.cisa.gov/active-shooter-preparedness.
  - FEMA Emergency Management Institute, "IS-360: Preparing for Mass Casualty Incidents: A Guide for Schools, Higher Education, and Houses of Worship," September 12, 2019, accessed January 22, 2020, https://training.fema.gov/is/courseoverview.aspx?code=IS-360.
  - National Disaster Interfaiths Network, *Active Shooter in a House of Worship*, undated, accessed January 20, 2020, http://www.n-din.org/ndin_resources/tipsheets_v1208/07_NDIN_TS_ActiveShooter.pdf.
  - DHS, "Stop the Bleed," November 25, 2019, accessed January 22, 2020, https://www.dhs.gov/stopthebleed.
  - FEMA, "National Incident Management System," August 10, 2015, accessed January 22, 2020, https://training.fema.gov/nims/.

Security Force/Safety Team					
Question	Very Low	Low	Medium	High	Very High
18. Does the security force/team conduct security-related inspections or screening of the facility before people gather? *Skip this question if the house of worship does not have a security force/team.*	No areas of the house of worship are patrolled or inspected. Those who clean and prepare the house of worship report unusual items such as weapons. Emergency actions are improvised as reports are received.	Volunteers or employees occasionally inspects the house of worship for unlocked doors, open windows, and/or suspicious packages, but they do not conduct a routine search or inspection, and they have not received training.	A trained security force/team or individual occasionally inspects the house of worship according to an established security checklist.	A trained security force/team, or individual routinely (e.g., daily) inspects most sensitive areas of the house of worship including sweeps of offices, main gathering areas, and concealed areas such as confessionals and under stairs.	A trained security force or individual patrols and inspects all sensitive areas of facility at least daily; they may patrol some areas more often.

Security Force/Safety Team					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Establish procedures for reporting unusual items and suspicious activity to include notification to law enforcement. Assign a security force, staff, or faculty member to conduct security-related inspections of the facility.	Establish a security checklist that incorporates roles and responsibilities and what areas to evaluate. Common areas of interest include under stages in main gathering areas, seating areas, offices, rooms or areas with tile ceilings, and similar areas that may have hazardous materials or places to easily conceal weapons or other contraband. Be alert for graffiti or suspicious packages. Notify law enforcement of any activity. Provide training for personnel conducting inspections.	Conduct daily inspection of sensitive areas especially before people gather. Ensure doors are not propped open, and windows, loading areas, and exterior doors are secured. Report suspicious activity, weapons, and drugs to the security force and law enforcement as needed.	Continue daily inspections. Ensure a security force presence in a random pattern throughout the facility, focusing on sensitive areas.	Provide training on identifying suspicious activity and search techniques. Augment existing security plans by including written inspection procedures. Provide trainings on that section of the plan, and conduct periodic drills and exercises to validate the plan.

- **Background:** Conducting periodic security surveys or inspections can reduce risk to assets and people within the protection of a given facility. The focus should be to identify unsafe conditions or security-related problems such as unsecured doors and windows, suspicious packages, or potential for theft of property. Conduct inspections before regular gatherings to identify immediate concerns. Conduct assessments periodically as part of a continuing security management program. The house of worship can collaborate with local law enforcement to be present during security assessments.

- **References:** (1) Knoke, Michael E., *Physical Security Principles*, Alexandria, VA: ASIS International, 2015, ch. 3 (2) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 13, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.
- **For more information:**
  - Bureau of Alcohol, Tobacco, Firearms and Explosives, *Threat Assessment Guide for Houses of Worship*, 2004, accessed January 20, 2020, https://www.hsdl.org/?view&did=447823.
  - ADL, *ADL Guide to Protecting Your Religious or Communal Institution*, 2017, accessed January 20, 2020, https://www.adl.org/sites/default/files/documents/adl-guide-to-protecting-your-religious-or-communal-institution-2017.pdf.

Security Force/Safety Team					
Question	Very Low	Low	Medium	High	Very High
19. Does the security force/team have communications, equipment, or panic alarms? *Skip this question if the house of worship does not have a security force/team.*	The house of worship has no panic alarms or similar equipment and can only call 9-1-1 during an event.	The house of worship has panic alarms in the administrative office but no other similar equipment.	The security force/team has some gaps in equipment (e.g., radio, campus transportation), but generally has the minimum essential to perform its mission. Panic buttons are available to administrative staff and in isolated or hard-to-reach areas of the facility.	The security force/team has some gaps in equipment (e.g., radio, campus transportation), but generally has the minimum essential to perform its mission. Panic buttons are assigned to house of worship leaders and some employees. They are also located in isolated or hard-to-reach areas of the facility.	The security force/team has no significant gaps in equipment (e.g., radio, and campus transportation). Panic buttons, including portable units, are located throughout the house of worship. The facility conducts regular drills for all panic alarms.

	Security Force/Safety Team				
Option for Consideration	Very Low	Low	Medium	High	Very High
	Investigate the cost and use of panic alarms for key personnel or critical locations. Key personnel may include greeters and other personnel who may be the first to determine that an attack is occurring. Ensure the security team/force has basic radio equipment for communications.	Expand the use of panic alarms to include employees and volunteers and isolated or sensitive locations at the house of worship. This may include childcare areas, administrative offices, and common areas.	Ensure the security force/team has all equipment required to perform the functions of the job. This may include radios, restraints, non-lethal weapons, and possibly transportation. Ensure panic buttons or duress alarms are assigned to key personnel. Place panic buttons or duress alarms in isolated or hard-to-reach areas of the facility, such as childcare areas, administrative offices, and common areas.	Ensure the security force/team has all equipment required to perform necessary job functions. This equipment may include radios, restraints, non-lethal weapons, and possibly transportation. Ensure panic buttons or duress alarms are located throughout the facility, and provide portable alarms. Ensure remote or isolated areas of the house of worship, such as childcare areas, administrative offices, and common areas, also have alarms.	Establish and implement a policy to test, replace, and repair the equipment as needed.

- **Background:** The ability to communicate and respond during an incident is crucial to first responders and those involved in the incident. Panic alarms may aid in the evaluation of how widespread an attack is. In some cases, adding radios or even some sort of self-defense equipment may help save lives. These elements may be particularly relevant where portable buildings are in use or on campuses with extensive outdoor areas located far from protective cover.
- **References:** (1) ASIS International, *Protection of Assets: Security Officer Operations*, Alexandria, VA: ASIS International, 2011 (2) Knoke, Michael E., *Physical Security Principles*, Alexandria, VA: ASIS International, 2015, p. 395-397.
- **For more information:** ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 20, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.

Security Force/Safety Team					
Question	Very Low	Low	Medium	High	Very High
20. Does the facility assign personnel to provide a security presence during times of critical vulnerability (i.e., during congregant arrival/departure, special events)?	No personnel actively monitor for threats during times of critical vulnerability. Employees or volunteers may be present, but no one is specifically assigned to monitor for threats.		Personnel are assigned to monitor for threats during times of critical vulnerability. However, they have received little to no training for this position and have no special equipment.		Well-trained, well-equipped personnel monitor for threats during times of critical vulnerability. This includes sanctuary and building entrances, as well as parking areas

Security Force/Safety Team					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Assign personnel to monitor for threat activities during periods when congregants are arriving and departing.		Provide training to monitoring personnel. Relevant topics may include intruder response, reverse evacuation, and how to assist in the arrival of public safety vehicles. Provide personnel with a radio to communicate with building/office staff or the security force/team, and ensure they have access to a phone for calling 9-1-1. Areas to be monitored should include sanctuary and building entrances, as well as parking areas.		Encourage continuity of monitoring personnel to facilitate positive rapport with congregants. In addition to serving a security purpose, monitors can help foster a sense of community and provide a welcoming presence while also contributing to security awareness.

- **Background:** Actively monitoring activity includes observing interactions, watching for suspicious or unusual activity, and providing an alert presence that may provide for early observation of a possible attack or may deter an attack entirely.
- **Reference:** ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 20, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.
- **For more information:** ASIS International Cultural Properties Council, "Council Resources: Understanding IoT & Hostile Surveillance," March 7, 2018, accessed January 21, 2020, https://www.asisonline.org/publications--resources/news/blog/council-resources-understanding-iot--hostile-surveillance/.

Security Force/Safety Team					
Question	Very Low	Low	Medium	High	Very High
21. Does the security force have designated posts/patrols and written post orders or basic instructions for security tasks? *Skip this question if the house of worship does not have a security force/team.*	The security force has no dedicated posts/patrols and no post orders or basic instructions for security tasks.		The security force has some dedicated posts and some basic or spoken instructions for the security duties at each post/patrol.		The security force has dedicated and assigned security posts and written orders/instructions for the security duties at each post/patrol.

Security Force/Safety Team					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Designate specific areas or posts and patrol areas for the security force/team. Write basic procedures and responsibilities of each area/post/patrol. Topics for these post orders should include description of post/area/patrol, contact information, procedures for access control, equipment control, emergency procedures, and other duties and procedures as necessary.		If not already written, write basic procedures and responsibilities of each area/post/patrol. Topics for these post orders should include description of post/area/patrol, contact information, procedures for access control, equipment control, emergency procedures, and other duties and procedures as necessary. Incorporate the post orders into the security plan that communicates not only specific procedures, but also a code of ethics, standards of conduct and security policies for the organization.		Continue to revise and adjust post locations, definitions and procedures as necessary. Ensure key stakeholders are aware of the security procedures, post orders and responsibilities of security force/team.

- **Background:** Designating specific duties for a security team/force/volunteers identifies specific responsibilities. The posts and patrols should be based on specific security concerns and develop a sense of purpose for those carrying them out. They also demonstrate that security is being carried out according to a carefully thought-out security management process.
- **References:** (1) Knoke, Michael E., *Physical Security Principles*, Alexandria, VA: ASIS International, 2015, p. 421 (2) ASIS International, *Facilities Physical Security Measures: ASIS GDL FPSM-2009,* p. 39-40.

- **For more information:** ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 20, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.

Security Force/Safety Team					
Question	Very Low	Low	Medium	High	Very High
22. Are ushers, greeters, and volunteers trained in security awareness and threat detection?	No personnel are trained in any security awareness topics. No security meetings take place to inform personnel of recent security and/or threat information.		No personnel are trained in general security awareness topics, but some security meetings take place to inform personnel of recent security and/or threat information.		Ushers, greeters, and volunteers have received training in security awareness and threat detection, and regular or periodic meetings take place to inform personnel of recent security and/or threat information.

Security Force/Safety Team					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Provide some basic training in security awareness such as FEMA *IS-906: Workplace Security Awareness* training and the "Protect Your Every Day" public service announcement.		Provide some basic training in security awareness such as FEMA *IS-906: Workplace Security Awareness* training and the "Protect Your Every Day" public service announcement. Create and distribute a list of suspicious behavior, and ensure ushers, greeters, and volunteers know how to contact leadership or the security force to report suspicious behavior.		Create on ongoing training program for ushers, greeters, and volunteers to continue to communicate indicators of suspicious behavior, ongoing security concerns and other security incidents relevant to the community. Conduct some basic exercises to test the process.

- **Background:** Houses of worship are places where at-risk people may come for relief or help. Most are sincerely in need of help and relief, but others may have nefarious intent. Greeters, ushers, and volunteers are the earliest contact with congregants entering the facility. They may be the first to identify suspicious persons and activities. Train greeters, ushers, and volunteers on basic indicators and patterns of criminal behavior and given procedures to alert security response personnel and/or contact police if criminal intent is suspected. Early prevention may prevent an incident or attack before it begins.
- **Reference:** McLamb, Jennie-Leigh, *Keeping Religious Institutions Secure*, Oxford: Butterworth-Heinemann, 2015, ch. 8.
- **For more information:**
  - DHS CISA, *Houses of Worship: Hometown Security Report Series*, May 2017, accessed January 21, 2020, https://www.cisa.gov/sites/default/files/publications/19_0603_cisa_hsrs-houses-of-worship-pscd.pdf.
  - ASIS International Cultural Properties Council, "Council Resources: Understanding IoT & Hostile Surveillance," March 7, 2018, accessed January 21, 2020, https://www.asisonline.org/publications--resources/news/blog/council-resources-understanding-iot--hostile-surveillance/.
  - FEMA Emergency Management Institute, "IS-906 Workplace Security Awareness Training," September 12, 2019, accessed January 22, 2020, https://training.fema.gov/emiweb/is/courseoverview.aspx?code=IS-906.
  - DHS, "Protect Your Everyday Public Service Announcement," undated, accessed January 21, 2020, https://www.dhs.gov/see-something-say-something/campaign-materials/protect-your-every-day-psa.

	Security Force/Safety Team					
Question	Very Low	Low	Medium	High	Very High
23. Are mechanisms in place for employees, volunteers, and congregants to report behaviors that raise safety concerns to the security force and/or the house of worship leadership?	No mechanisms are in place to report security concerns to the security force/team or leadership personnel.		Personnel can informally report security concerns to administrative staff or other personnel, but no formal mechanism (e.g., special radio, phone number or email address) exists to report security concerns.		A dedicated radio, phone number, email or other mechanism is available for employees, volunteers, and congregants to report security concerns. This method for reporting security concerns is distributed to all personnel.

Security Force/Safety Team					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Designate someone to respond to security concerns. This may be someone assigned security duties, a security manager, or the security force. Ensure all employees, volunteers, and congregants know who is designated to receive security concerns and how to contact that person or department. This may be part of an informal or formal process.		Provide a formal means of reporting non-immediate and immediate security concerns. For immediate concerns, the process may include distributing a radio to contact the security team or cell phone number of someone who can respond. Provide de-escalation training for those responders. For non-immediate security concerns, the facility may distribute and post a designated security phone number or email account that is checked regularly. Develop a program for handling at-risk individuals.		Continue to update and refine the process for reporting security concerns. If designated security responders change, ensure all personnel are aware of the change and update all written procedures to reflect the change. Consider expanding program for dealing with at-risk individuals to other volunteers or employees.

- **Background:** Congregants, volunteers, and employees should feel empowered to report security incidents or concerns in a timely manner. Formal and informal mechanisms can be put in place to allow immediate and/or non-immediate security concerns. Security concerns should be followed up on in a timely manner. Behaviors that raise concern can come from individuals not previously known to the house of worship or may arise from changes in behavior from known individuals.
- **Reference:** (1) DHS, ED, DOJ, FBI, and HHS, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, June 2013, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf (2) McLamb, Jennie-Leigh, *Keeping Religious Institutions Secure*, Oxford: Butterworth-Heinemann 2015, ch. 8
- **For more information:**
  - o DHS CISA, *Houses of Worship: Hometown Security Report Series,* May 2017, accessed January 21, 2020, https://www.cisa.gov/sites/default/files/publications/19_0603_cisa_hsrs-houses-of-worship-pscd.pdf.
  - o FEMA Emergency Management Institute, "IS-906 Workplace Security Awareness Training," September 12, 2019, accessed January 22, 2020, https://training.fema.gov/emiweb/is/courseoverview.aspx?code=IS-906.

Perimeter Security/Delineation

Fences are barriers enclosing or bordering a facility that are used to prevent entry, contain people to particular areas, or mark a boundary. Fence construction may include different materials (e.g., chain link, wood, wrought iron, plastic), heights, anchoring, and other features (e.g., barbed wire along the top, privacy screening, outriggers). Gates are openings in the perimeter that allow people or vehicles to pass through at controlled points of entry. Gates can apply to vehicles and pedestrians and may include moveable bollards, roller or slide gates, swing gates, or turnstiles, among other construction options. Together, fences and gates are part of the broader layers of defense that facilities can put in place to protect against a spectrum of security issues including but not limited to active shooters. Depending on the facility and its location, fences and gates may not be appropriate for all houses of worship or may apply only to some features such as parking areas, sports fields, children play areas, gardens, or other outdoor spaces. Fences and gates can be used in addition to other measures to create layers of security. Measures other than fences and gates include sidewalks, perimeter landscaping, signage, and lighting, which can all be used to define a border and create a psychologic deterrent. These layers of protective measures are deployed in concentric circles around a facility, starting at the outer perimeter and moving inward to areas with the greatest need for protection. In addition, the facility can employ the concept of Crime Prevention Through Environmental Design (CPTED), which focuses on manipulating features of the environment surrounding the facility to create a feeling of safety while also deterring potential crime.

Perimeter Security/Delineation					
Question	Very Low	Low	Medium	High	Very High
24. Does the house of worship have a well-established perimeter using natural materials or fencing/walls?	The house of worship is an open campus without perimeter barriers and fencing, or it has fencing, but the fence is weak, old, or in disrepair. Holes in the fencing material, weak areas, or gaps between the fencing may exist The fence does not clearly define the site perimeter.		The house of worship does not have a full perimeter fence or wall, but it does have a well-defined perimeter and/or some elements of fencing that identify legal boundaries and may funnel foot and vehicle traffic to specific areas. It may enclose a part of the grounds such as an athletic field or other assets.		Fencing/a wall completely encloses the house of worship. No persons can enter any part of the property without going through a gate in the fence/wall or through the main entrance doors.

Perimeter Security/Delineation					
Option for Consideration	Very Low	Low	Medium	High	Very High
	If fencing does not exist, determine what role, if any, fencing should have at the facility (e.g., to clearly distinguish the perimeter of the site to protect against trespassing, provide access control by channeling individuals through authorized access points, and/or protect against unauthorized entry by providing increased access delay and more time for assessment). Install fencing that is appropriate for the facility's objectives. If fencing exists, repair or replace it as needed. If fencing is not a viable solution for the house of worship, employ CPTED principles and/or barriers (e.g., bollards, decorative flower pots, high curbs, shallow ditches) to provide enhanced penetration delay.		Install additional fencing to enclose the facility to the maximum extent possible and/or employ CPTED principles and/or barriers (e.g., bollards, decorative flower pots, high curbs, shallow ditches) to provide enhanced penetration delay. If fences are installed in places where people gather, ensure proper egress exists from the area in the case of an emergency.		Explore the feasibility of improving the landscape to supplement the existing facility perimeter fence. Landscaping examples include earthen berms, low-growing shrubs, plants, or trees. Regularly assess and maintain the fence. Explore the option of combining elevation changes and/or aggressive plantings with fencing barriers for additional protection. (Aggressive plantings include cacti, thorny bushes, and plants and trees.) If fences are installed in places where people gather, ensure proper egress exists from the area in the case of an emergency.

- **Background:** (1) A fence is a barrier enclosing or bordering a house of worship. It can be used to prevent entrance, contain people to a particular area, or mark a boundary. (2) CPTED is a multi-disciplinary approach to deterring criminal behavior through environmental design. CPTED strategies rely upon the ability to influence a potential offender's decisions by affecting the physical, social, and administrative environment. CPTED defines three basic strategies for security design: natural access control, natural surveillance, and territorial reinforcement.
- **Reference:** (1) DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf (2) Crowe, Timothy D., *Crime Prevention Through Environmental Design*, 3rd edition, Oxford: Butterworth-Heinemann, 2013.
- **For more information:** ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 20, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.

Perimeter Security/Delineation					
Question	Very Low	Low	Medium	High	Very High
25. Does the house of worship have natural surveillance from the building to the outer perimeter?	The house of worship has little or no natural surveillance from the building to the outer perimeter. Multiple layers of vegetation block the view from the facility to the perimeter. Avenues of approach to the facility are not fully visible.		Natural surveillance of most of the perimeter exists, but some significant areas of the perimeter cannot be surveilled from the facility (e.g., parking areas and avenues of ingress and egress from the area).		Natural surveillance of all significant areas of the perimeter exists. People approaching the facility can be easily observed from the perimeter to the building entrances.

Perimeter Security/Delineation

Option for Consideration	Very Low	Low	Medium	High	Very High
	Use an inside-outward approach and view the property from the building outward. Identify overgrown vegetation, large objects such as statues and landscaping devices, and other objects that block the ability to identify people approaching the facility. Create a plan to reduce the amount of vegetation and objects that obstruct the view of critical areas and assets such as vehicle approaches, pedestrian avenues of approach, or public spaces. The plan may take a phased approach to reduce obstructions as time and budget permit.		Use an inside-outward approach and view the property from the building outward. Identify overgrown vegetation, large objects such as statues and landscaping devices and other objects that block the ability to identify people approaching the facility. Create a plan to reduce these obstructions. If some obstructions cannot be reduced or eliminated, consider using camera systems to enhance the ability to surveil those areas or rearrange the campus to support natural surveillance. These activities can include moving/reducing vehicle entrances to the property, moving/removing public access areas, and rerouting pedestrian traffic to avoid those areas and increase safety for congregants entering the property.		Continue to maintain the property to ensure good natural surveillance of the perimeter and critical areas. If some obstructions still exist, consider using landscaping features to impede movement of a potential intruder in those areas and reduce areas that can be used as hiding spots.

- **Background:** Natural surveillance is a CPTED concept that allows for the ability to observe all critical areas of the property from the building to the street. The idea is to avoid areas where maligned actors can hide and foster an environment where people feel safe. Natural surveillance can include ensuring windows and doors are not blocked, vegetation is trimmed and kept low enough to see over or high enough to see under. It may also involve moving parking or pedestrian entrances.
- **References:** (1) Knoke, Michael E., *Physical Security Principles*, Alexandria, VA: ASIS International, 2015, ch. 9 & 10 (2) Crowe, Timothy D., *Crime Prevention Through Environmental Design*, 3rd edition, Oxford: Butterworth-Heinemann, 2013.
- **For more information:**
  - o DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.
  - o ASIS International, *Facilities Physical Security Measures: ASIS GDL FPSM-2009,* p. 39-40.

Perimeter Security/Delineation					
Question	Very Low	Low	Medium	High	Very High
26. Are public and private spaces separated?	Public and private spaces are mixed throughout the facility. In some cases, congregants and visitors must use hallways or offices dedicated to internal staff in order to reach other public areas such as restrooms or common areas.		Most of the private areas are separated from the public and shared spaces. Some areas are mixed use, but some measures are in place to keep congregants and visitors out of private spaces.		Public and private areas are completely separated. No areas exist where congregants or visitors have to cross private areas to reach public or common areas, or all administrative or sensitive areas are kept secured and locked during main gathering times.

Perimeter Security/Delineation					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Observe and document traffic flows in the facility. Identify areas where congregants must pass through a controlled or restricted zone to reach a public or common space. Congregants who do not have special access to controlled zones should be able to enter the facility and use all public and common spaces without crossing into controlled or restricted zones. If possible, reroute traffic or ensure controlled or restricted zones are locked. Use signage to identify areas where congregants should not go.		Identify areas where public/controlled zones are mixed. Make plans to enhance the ability to lock controlled and restricted areas (e.g., install locks, move file cabinets or expensive equipment). Use signage to identify areas where congregants should not be. Consider moving or removing doorways where it is difficult or impossible to restrict public access to a controlled or sensitive area. Post security personnel or volunteers in areas where access cannot be completely controlled.		Continue to observe traffic flow in the facility and ensure all employees, volunteers, and security force personnel are aware of the proper access controls in restricted areas. Enforce policies to keep restricted access areas closed and locked during appropriate times.

- **Background:** Separating public spaces from private or restricted spaces reduces the changes for a maligned actor to have opportunity to commit crimes or gain information about restricted spaces. The overall effect is a psychological deterrent to those with malicious intent and a feeling of safety for those allowed in the space. It can also increase safety if a restricted area contains conditions that might not be safe for all congregants. The concept is effective in both exterior and interior spaces.

- **References:** (1) Knoke, Michael E., *Physical Security Principles*, Alexandria, VA: ASIS International, 2015, ch. 10 (2) Crowe, Timothy D., *Crime Prevention Through Environmental Design*, 3rd edition, Oxford: Butterworth-Heinemann, 2013.
- **For more information:**
  - DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.
  - U.S. Department of Housing and Urban Development Office of Policy Development and Research, *Creating Defensible Space*, April 1996, accessed January 21, 2020, https://www.huduser.gov/publications/pdf/def.pdf.

Perimeter Security/Delineation					
Question	Very Low	Low	Medium	High	Very High
27. If the facility has a fence or a wall, what is its purpose?	The purpose of the fence/wall is more decorative or to define the perimeter, but it does not deter or delay an intruder.		The fence/wall delineates at least part of the perimeter. It provides some level of delay and/or deterrence to intruders.		The fence/wall is an obvious deterrent and would delay an intrusion attempt.

Perimeter Security/Delineation					
Option for Consideration	Very Low	Low	Medium	High	Very High
	If improvements to the fence are not possible, employ CPTED principles.		Evaluate all aspects of the fence to identify deficiencies in coverage, and install enhancements to improve its effectiveness and penetration delay such as anchoring the base of the fence.		Ensure the fencing is in good repair to maintain deterrence value. Explore the option of supplementing with other deterrence measures such as security cameras.

- **Background: Fences may not be a practical security solution for some houses of worship. Skip this question if the facility does not have a fence.** (1) To deter is to discourage an action or prevent an occurrence. To delay is to slow down an intruder enough to force them to give up or to provide enough time for an effective response. (2) CPTED is a multi-disciplinary approach to deterring criminal behavior through environmental design. CPTED strategies rely upon the ability to influence a potential offender's decisions by affecting the built, social, and administrative environment. CPTED defines three basic strategies for security design: natural access control, natural surveillance, and territorial reinforcement.
- **References:** (1) ASIS International, *Facilities Physical Security Measures: ASIS GDL FPSM-2009*, p. 10-15 (2) DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.
- **For more information:**
  - ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 20, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.
  - Chain Link Fence Manufacturers Institute, "Chain Link Fence Manufacturers Institute Security Fencing Recommendation," 2017, accessed January 21, 2020, https://chainlinkinfo.org/security-fencing-guidelines/.

Perimeter Security/Delineation					
Question	Very Low	Low	Medium	High	Very High
28. Does the house of worship have gates?	The facility does not have any gates.		Gates exist in some areas but not others. Gates may be a single swing arm or moveable chains that an intruder could easily defeat.		The house of worship uses gates at all entrances. They are well-maintained.

Perimeter Security/Delineation					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Assess the need to install gates to provide appropriate levels of access control and/or penetration delay against individuals.		Install gates at identified pedestrian/vehicle gaps along the perimeter. Ensure that all gates have at least equivalent properties to the rest of the fence.		Ensure gates remain in good repair. Explore the option of providing security camera coverage for all gates.

- **Background:** A gate is an opening in the perimeter that allows people or vehicles to pass through at controlled points of entry.
- **References:** (1) ASIS International, *Facilities Physical Security Measures: ASIS GDL FPSM-2009,* p. 10-15 (2) DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.
- **For more information:**
  o ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 20, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.
  o Chain Link Fence Manufacturers Institute, "Chain Link Fence Manufacturers Institute Security Fencing Recommendations," 2017, accessed January 21, 2020, https://chainlinkinfo.org/security-fencing-guidelines/.

Perimeter Security/Delineation					
Question	Very Low	Low	Medium	High	Very High
29. Is the perimeter illuminated?	The perimeter is not illuminated at all, or Illumination appears to be uneven and dissimilar in type causing glare and shadows with inconsistent coverage in most areas, creating dark areas and shadows.		Illumination appears to be similar and consistent in type; however, light pattern coverage does not overlap, causing shadows or dark areas.		Illumination appears to be similar and uniform in type with overlapping light pattern coverage in most areas.

Perimeter Security/Delineation					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Install lighting on the perimeter. Ensure the lighting is even and overlapping to avoid shadows, dark areas and glare. Ensure lighting is compatible with existing or planned closed-circuit video (CCV) systems.		Develop a plan to improve lighting on the perimeter. Improvements can include increasing the type and number of luminaires and/or upgrading to more modern bulb types such as LED.		Continue to maintain the lighting system on the perimeter. Develop a plan to identify and replace burned-out bulbs and clean lenses according to manufacturer specifications and timelines.

- **Background:** Lighting can act as a deterrent to criminal activity and support safety and security objectives.
- **References:** (1) ASIS International, *Facilities Physical Security Measures: ASIS GDL FPSM-2009,* p. 22-26 (2) Knoke, Michael E., *Physical Security Principles*, Alexandria, VA: ASIS International, 2015, p. 179-195.
- **For more information:** DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.

Parking and Barriers

Parking and barriers are part of the broader layers of defense that facilities can put in place to enhance security. Some of these security measures may be considered more relevant to explosive threats (i.e., where standoff distance is important) or vehicle ramming attacks (i.e., where high-speed avenues of approach are a concern). However, parking controls and barriers can also help deter individuals from initiating armed attacks; detect these attacks earlier at a safe distance; and delay attackers from reaching vulnerable and/or highly populated locations. Monitoring parking areas for suspicious or illegal vehicle placement can include viewing the parking area via security cameras, requiring onsite security personnel to conduct patrols, or maintaining incidental visual contact through windows.

Parking and Barriers					
Question	Very Low	Low	Medium	High	Very High
30. Are vehicles parked at the house of worship monitored?	The facility does not monitor any vehicles driven onsite.		The facility conducts random visual screening of vehicles but does not conduct vehicle searches. Parking areas may have some security camera coverage, but gaps in coverage exist.		The parking areas have full camera coverage and signage warning that the parking area is monitored. The facility patrols the parking area and visually screens the vehicles for items such as weapons and contraband.

Parking and Barriers					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Establish a list of prohibited items, including potential weapons, if one does not already exist. Visually observe vehicles entering the property, and look for prohibited items.		Provide full camera coverage and adequate lighting for videotaping activity in the parking lots, and/or conduct periodic patrols around the parking area and visually screen for potentially dangerous items. Post signage identifying that parking areas are monitored.		Keep the camera system in good repair to ensure continuous coverage of parking areas.

- **Background:** House of worship leadership are encouraged to seek legal advice before implementing any policy on the search or seizure property. Visual observation may be the most commonly implemented process. More in-depth approaches may be appropriate for special events or times of heightened threat.
- **Reference:** ASIS International, *Facilities Physical Security Measures: ASIS GDL FPSM-2009,* p. 21.
- **For more information:**
  - DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.

- ASIS International Cultural Properties Council, "Council Resources: Understanding IoT & Hostile Surveillance," March 7, 2018, accessed January 21, 2020, https://www.asisonline.org/publications--resources/news/blog/council-resources-understanding-iot--hostile-surveillance/.

Parking and Barriers					
Question	Very Low	Low	Medium	High	Very High
31. Does the house of worship have a policy to address vehicles parked for an extended period (e.g., reporting to security, local law enforcement, or tow company)?	The facility does not have a policy to address extended-stay vehicles parked onsite. A vehicle may remain parked on the property for an indefinite period of time without being reported.		The facility has written policies to address extended-stay vehicles. These policies have not been reviewed or shared externally. It is the responsibility of non-security force/team members to identify and report extended-stay vehicles.		The facility has written policies to address extended-stay vehicles. They have shared the policy as needed (e.g., with local law enforcement). Security personnel patrol parking areas to identify and address extended-stay vehicles.

Parking and Barriers					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Develop policies to address extended-stay vehicles. Install signs in the parking area to deter this practice.		Coordinate policies that involve external reporting; for example, review the policy with local law enforcement or set up a contract with a towing company. Install signs in the parking area to deter this practice.		Continue patrols and inspections. Maintain training for suspicious activity and search techniques. If not already done, install signs in the parking area to deter this practice.

- **Reference:** ASIS International, *Facilities Physical Security Measures: ASIS GDL FPSM-2009,* p. 21.
- **For more information:**
    - DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.
    - ASIS International Cultural Properties Council, "Council Resources: Understanding IoT & Hostile Surveillance," March 7, 2018, accessed January 21, 2020, https://www.asisonline.org/publications--resources/news/blog/council-resources-understanding-iot--hostile-surveillance/.

Parking and Barriers					
Question	Very Low	Low	Medium	High	Very High
32. Does the house of worship control vehicular parking and circulation onsite?	The house of worship does not control access for any type of vehicle. Drivers can park any vehicle anywhere close to the facility. Many vehicle access points are available.		Some parking is monitored, but not by security personnel. Signs, pavement markings, and/or orange cones are used to direct traffic, but some education and enforcement is also needed.		Security personnel monitor all vehicle access. Signs, pavement markings, and/or orange cones also are used to direct traffic, and enforcement is provided. Drivers cannot park vehicles closer than 30 feet away from the facility.

Parking and Barriers					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Review the access points to parking areas. Reduce the number of vehicle access points if possible. Limit access through the use of curbs, fencing, gates, and a minimum number of entry points.		Explore ways to employ security personnel to monitor most parking areas. Identify areas that allow vehicle placement within 30-50 feet of the facility, and evaluate options to reduce the facility's exposure to nearby vehicle placement.		Confirm the effectiveness of vehicle monitoring, and remedy any gaps or shortfalls. Continue efforts to provide a minimum of 50 feet of standoff distance from buildings.

- **Reference:** ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 20, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.
- **For more information:** DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.

Parking and Barriers					
Question	Very Low	Low	Medium	High	Very High
33. Does the house of worship have a high-speed avenue(s) of approach?	The facility has at least one unmitigated high-speed avenue of approach. The facility has made no efforts to attempt to mitigate any high-speed approaches.	The facility has one or more high-speed avenue(s) of approach and has made some attempt to mitigate at least one of these vulnerabilities. However, the results of mitigation are ineffective. Materials are too weak or ineffective for some vehicles. No high-speed avenue of approach has been effectively mitigated.	The facility has one or more high-speed avenue(s) of approach and has made some attempt to mitigate at least one of these vulnerabilities. The results of mitigation are mixed. Spacing may be too wide, and materials may be too weak or ineffective for some vehicles. One approach may be effective in one area but not effective in another.	The facility has mitigated one or more high-speed avenue(s) of approach using effective and correctly placed bollards, barriers, or natural materials. Mitigation may include one or many types and combinations of bollards, barriers, or natural materials as long as they are effective at mitigating any and all high-speed avenue(s) of approach.	The facility does not have a high-speed avenue of approach or has mitigated high-speed avenues of approach using effective and correctly placed bollards, barriers, or natural materials. Mitigation may include one or many types and combinations of bollards, barriers, or natural materials as long as they are effective at mitigating any and all high-speed avenues of approach.

Parking and Barriers					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Evaluate parking lots, and determine if long straight lines facilitate speeding. Consider whether parking lots could be reconfigured to reduce vulnerabilities. Install speed bumps to slow traffic.	Conduct a barrier survey to evaluate effectiveness. Remedy large gaps between barriers, and replace barriers made of weak or ineffective materials.	Conduct a barrier survey to evaluate effectiveness. Remedy large gaps between barriers, and replace barriers made of weak or ineffective materials. Ensure the most critical high-speed avenue of approach is mitigated.	Prioritize unmitigated high-speed avenues of approach, and begin efforts to mitigate these vulnerabilities, beginning with the most critical.	Maintain barriers, especially those made of natural materials. When construction or modification activities take place onsite, assess and address any new potential high-speed avenues of approach.

- **Background:** A high-speed avenue of approach is a road or flat area that would allow a vehicle to gain sufficient speed without steering inputs to crash into the house of worship before it can be detected, deterred, or interdicted (stopped). A high-speed avenue of approach generally must lead to a critical or populated area of the facility: if a road or flat area simply leads to a generally unoccupied corner of a brick building, it may not be considered a high-speed avenue of approach. A high speed avenue of approach does not include a road with traffic moving parallel to the facility.
- **Reference:** DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.
- **For more information:** DHS, *Building and Infrastructure Protection: Series Reference Manual to Mitigate Potential Terrorist Attacks Against Buildings (FEMA 426/BIPS-06)*, 2nd edition, October 2011, accessed January 21, 2020, https://www.dhs.gov/xlibrary/assets/st/st-bips-06.pdf.

Parking and Barriers					
Question	Very Low	Low	Medium	High	Very High
34. What is the minimum standoff distance between the house of worship and a vehicle?	The facility has an unmitigated standoff distance of less than 50 feet. Some areas may have a standoff distance of 20-30 feet or more, but the configuration has gaps.		The facility has effectively enforced standoff distance by more than 20 feet.		The facility has effectively enforced standoff distance by more than 50 feet. In some areas, the standoff distance from the facility is more than 50 feet. Effective barriers enforce the standoff distance.

Parking and Barriers					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Allow only employee and volunteer parking near the building, and restrict visitor or general public parking to 20-50 or more feet away. Restrict parking between individual buildings. At small standoff distances, even a few feet make a large difference.		Explore ways to increase the standoff distance from the house of worship building. Refer to *Buildings and Infrastructure Protection Series Incremental Protection for Existing Commercial Buildings from Terrorist Attack (FEMA-459)* for more information.		Provide camera coverage any areas where vehicles may be place (e.g., drop-off and pick-up areas, loading and unloading zones, parking lots). Ensure the house of worship has adequate lighting capable of displaying and videotaping lot activity.

- **Background:** Standoff distances refer to the space between the building exterior to the nearest point that an explosive device can approach from any side. Not all houses of worship can control the distance a vehicle can park near the facility, but leadership may wish to consider preventing vehicles from parking directly next to the building if possible.
- **Reference:** DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.
- **For more information:**
  - o DHS, *Building and Infrastructure Protection: Series Reference Manual to Mitigate Potential Terrorist Attacks Against Buildings (FEMA 426/BIPS-06)*, 2nd edition, October 2011, accessed January 21, 2020, https://www.dhs.gov/xlibrary/assets/st/st-bips-06.pdf.
  - o ASIS Houses of Worship Committee, 2017, *Recommended Best Practices for Securing Houses of Worship Around the World*, accessed January 20, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf.

Parking and Barriers					
Question	Very Low	Low	Medium	High	Very High
35. Are the parking areas illuminated?	The parking area is not illuminated at all or Illumination appears to be uneven and dissimilar in type causing glare and shadows with inconsistent coverage in most areas creating dark areas and shadows.		Illumination appears to be similar and consistent in type; however light pattern coverage does not overlap causing shadows or dark areas.		Illumination appears to be similar and uniform in type with overlapping light pattern coverage in most areas. Walkways from entrances to parking areas are illuminated.

Parking and Barriers					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Install lighting on the parking areas. Ensure the lighting is even and overlapping to avoid shadows, dark areas and glare. Ensure lighting is compatible with existing or planned CCV systems.		Develop a plan to improve lighting in parking areas. Improvements can include increasing the type and number of luminaires and/or upgrading to more modern bulb types such as LED. Ensure pathways from entrances to parking areas are well-illuminated.		Continue to maintain the lighting system in parking areas. Develop a plan to identify and replace burned-out bulbs and clean lenses according to manufacturer specifications and timelines.

- **Background:** Lighting can act as a deterrent to criminal activity and support safety and security objectives.
- **References:** (1) ASIS International, *Facilities Physical Security Measures: ASIS GDL FPSM-2009,* p. 22-26 (2) Knoke, Michael E., *Physical Security Principles*, Alexandria, VA: ASIS International, 2015, p. 179-195.
- **For more information:** DHS, *Site and Urban Design for Security: Guidance against Potential Terrorist Attacks (FEMA-430)*, December 2007, accessed January 21, 2020, https://www.fema.gov/media-library-data/20130726-1624-20490-9648/fema430.pdf.

Access Control/Entry Control

Controlling how and when staff, parishioners, visitors, and others can access the house of worship facilities and grounds is considered an effective mechanism for protecting against different threats, including active shooters. These controls can include minimizing the number of points of entry, requiring identification, or conducting searches. However, these entry controls may sometimes run counter to the overarching objective of creating an open and inviting environment for worship and fellowship. Entry controls are part of the broader layers of defense that houses of worship may have in place to enhance security. Entry controls can help deter individuals from initiating violent attacks, detect attacks earlier at a safe distance, and delay attackers from reaching vulnerable and/or highly populated locations.

Access Control/Entry Control					
Question	Very Low	Low	Medium	High	Very High
36. Does the house of worship screen persons, bags, packages, or deliveries at the facility?	No screening takes place at the house of worship. Anything can be brought into the sanctuary, administrative areas or fellowship halls at any time without question.	No specific screening takes place; however, ushers are trained to be aware of unusual items being brought into worship areas during primary worship services. At all other times, anything can be brought into the facility.	Signs are posted that indicate no weapons are allowed. Ushers and others are trained to identify, question, screen, or prohibit items that are not otherwise identifiable (e.g., unmarked boxes, unusual or unexpected deliveries) on primary worship service days.	Signs are posted that indicate no weapons are allowed. Ushers and others trained to identify, question, screen, or prohibit items that are not otherwise identifiable (e.g., unmarked boxes, unusual or unexpected deliveries) on primary worship service days. Magnetometers are used at entry points to worship areas before and during services on primary worship service day.	Signs are posted that indicate no weapons are allowed. Specific locations for deliveries and all deliveries are inspected away from main entrances or offices. Magnetometers are used at entry points to worship areas before and during services at all times. On non-worship days, all visitors go through magnetometer screening upon entrance to any area of the house of worship (administrative areas, meeting halls, sanctuary, etc.).

Access Control/Entry Control					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Limit or prohibit bags, packages, and backpacks in administrative areas or fellowship halls unless accompanied by known persons or escorts. Train ushers and administrative personnel on unusual activity and unusual packages. If possible, post signs banning weapons. Train personnel to not accept unscheduled deliveries or packages from unknown delivery services. Establish, publish, post, and distribute procedures for items brought to fellowship halls, administrative areas, and sanctuaries. This may include not allowing packages or items dropped off or unattended without notification or someone of authority in attendance. Evaluate the feasibility of magnetometer screening throughout the facility or on primary worship service days. Establish a holding area for deliveries.	Limit or prohibit bags, packages, and backpacks in administrative areas or fellowship halls unless accompanied by known persons or escorts. Train administrative personnel on unusual activity and unusual packages. If possible, post signs banning weapons. Train personnel to not accept unscheduled deliveries or packages from unknown delivery services. Establish, publish, post, and distribute procedures for items brought to fellowship halls, administrative areas, and sanctuaries. This may include not allowing packages or items dropped off or unattended without notification or someone of authority in attendance. Evaluate the feasibility of magnetometer screening throughout the facility or on primary worship service days. Establish a holding area for deliveries.	Limit or prohibit bags, packages, and backpacks in administrative areas or meeting halls unless accompanied by known persons or escorts. Train personnel to not accept unscheduled deliveries or packages from unknown delivery services. Establish, publish, post, and distribute procedures for items brought to fellowship halls, administrative areas, and sanctuaries. This may include not allowing packages or items dropped off or unattended without notification or someone of authority in attendance. Evaluate the feasibility of magnetometer screening throughout the facility or on primary worship service days. Establish a holding area for deliveries.	Limit or prohibit bags, packages, and backpacks in administrative areas or meeting halls unless accompanied by known persons or escorts. Establish, publish, post, and distribute procedures for items brought to halls, administrative areas, and sanctuaries. This may include not allowing packages or items dropped off or unattended without notification or someone of authority in attendance. Evaluate the feasibility of magnetometer screening throughout the facility. Establish a holding area for deliveries.	Limit or prohibit bags, packages, and backpacks in administrative areas or unless accompanied by known persons or escorts. Establish, publish, post, and distribute procedures for items brought to fellowship halls, administrative areas, and sanctuaries.

- **Background:** Screening is not common at most locations. Typically, only very large houses of worship conduct screening or those that are in areas with specific threats. Training personnel (paid or volunteer) to identify and report suspicious activity and packages is an excellent way to aid detection. Implementing and enforcing published and distributed policies on packages, weapons, bags, and deliveries helps establish protocol and aids in the identification of potential problems.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 19, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) ISC, *Facility Security Plan: An*

Access Control/Entry Control					
Question	Very Low	Low	Medium	High	Very High
37. Are doors to the facility closed and locked during services to prevent unauthorized access and limit the possibility of an intruder?	Doors and windows to the house of worship and almost all administrative areas are always unlocked. A cash room or fellowship hall/meeting room is normally locked when not in use.	Doors and windows to the house of worship are usually unlocked. Administrative areas are normally locked when not occupied. A cash room or fellowship hall/meeting room is normally locked when not in use.	Doors and windows to the house of worship are usually locked when not occupied. Administrative areas are locked when not occupied. A cash room or fellowship hall/meeting room is locked when not in use.	Doors and windows to the house of worship are usually locked when not occupied. Administrative areas are locked when not occupied and also when only one or two people are onsite. A cash room is always locked, even when occupied and a two-person rule is in place. A fellowship hall/meeting room is locked when not in use.	Doors and windows to the house of worship are locked when not occupied. The doors are unlocked for a period of time before and after primary worship services, but they are attended during services so that anyone entering the building after the start time will be recognized by ushers. Administrative areas are locked when not occupied and also when only one or two people are onsite. A cash room is always locked, even when occupied, and a two-person rule is in place. A fellowship hall/meeting room is locked when not in use and are locked when practical during times of use.

Access Control/Entry Control					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Lock the doors and windows to the house of worship when not occupied. The doors may be unlocked for a period of time before and after primary worship services, but they are attended during services so that ushers will recognize anyone entering the building after the start time. Lock administrative areas when not occupied and also when only one or two people are onsite. Always lock a cash room even when occupied and implement a two-person rule. Lock fellowship hall/meeting rooms when not in use.	Lock the doors and windows to the house of worship when not occupied. The doors may be unlocked for a period of time before and after primary worship services, but are attended during services so that anyone entering the building after the start time will be recognized by ushers. Lock a cash room even when occupied and implement a two-person rule. Lock fellowship hall/meeting rooms when not in use.	The doors and windows to the sanctuary may be unlocked for a period of time before and after primary worship services but are attended during services so that anyone entering the building after the start time will be recognized by ushers. Lock administrative areas when not occupied and also when only one or two people are onsite. Always lock a cash room even when occupied, and implement a two-person rule.	The doors and windows to the sanctuary may be unlocked for a period of time before and after primary worship services but are attended during services so that anyone entering the building after the start time will be recognized by ushers.	Maintain door and window locks. Continue to train ushers or the security team on access control.

- **Background:** Most facilities lock doors and secure windows to administrative areas. Sanctuaries are often left open and possibly unattended for long periods of time, even on non-worship days. Not all doors will open, but normally some sort of access is available to parishioners. Cash rooms or administrative areas vary dramatically based on the size of the facility and needs of the organization. A best practice is to have a separate locked room for cash and always two people handling the money for a check-and-balance process.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 19, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) ISC, *Facility Security Plan: An Interagency Security Committee Guide*, 1st edition, February 2015, accessed January 20, 2020, https://www.cisa.gov/sites/default/files/publications/ISC-Facility-Security-Plan-Guide-2015-508.pdf.

Access Control/Entry Control					
Question	Very Low	Low	Medium	High	Very High
38. Can facility doors be easily closed and locked to prevent access?	All lockable doors have key cylinder locks.		Exterior doors have access card control. Interior doors may have a mix of locksets that include keyed cylinder.		Exterior and interior doors use access card control.

Access Control/Entry Control					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Most card access control systems, electronic or mechanical pin pad locks are an upgrade to hardware store key cylinder locksets. Review all locksets and establish a plan to upgrade from key cylinder. Evaluate hinges windows and door frames for other weaknesses.		Review all locksets and establish a plan to upgrade from keyed cylinder. Evaluate hinges windows and door frames for other weaknesses.		Maintain the card access control system. Evaluate hinges windows and door frames for other weaknesses. Evaluate hinges windows and door frames for other weaknesses.

- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 19, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) ISC, *Facility Security Plan: An Interagency Security Committee Guide*, 1st edition, February 2015, accessed January 20, 2020, https://www.cisa.gov/sites/default/files/publications/ISC-Facility-Security-Plan-Guide-2015-508.pdf (3) Hestermann, Jennifer, *Soft Target Hardening: Protecting People From Attack*, 2nd edition, New York: Routledge, 2018.

Access Control/Entry Control					
Question	Very Low	Low	Medium	High	Very High
39. Do exterior double doors have handles that can be tied or chained together to prevent emergency evacuation or access by first responders?	Exterior double doors have handles that could be tied or chained together to prevent egress or first responder access.		The hardware on exterior double doors has been removed, replaced, or is designed so the doors cannot be chained or tied together. Interior double doors have not been addressed.		The hardware on both exterior and interior double doors has been removed, replaced, or is designed so the doors cannot be chained or tied together.

Access Control/Entry Control					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Change the hardware on both exterior and interior double doors so that it cannot be chained or tied together.		Evaluate interior double doors and where possible, modify or replace the hardware so that it cannot be chained or tied together.		Maintain door hardware. Evaluate other areas that may prevent access to first responders.

- **Background:** In some recent attacks, the perpetrators have chained or barred double doors so that access to first responders is delayed. Modifying the hardware, changing the doors, or in some cases removing hardware mitigates this tactic.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 19, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) ISC, *Facility Security Plan: An Interagency Security Committee Guide*, 1st edition, February 2015, accessed January 20, 2020, https://www.cisa.gov/sites/default/files/publications/ISC-Facility-Security-Plan-Guide-2015-508.pdf (3) Hestermann, Jennifer, *Soft Target Hardening: Protecting People From Attack*, 2nd edition, New York: Routledge, 2018 (4) Ratliff, Paula I., *Crime Prevention for Houses of Worship*, 2nd edition, ASIS International, ISBN 978-1-934904-74-9.

Access Control/Entry Control					
Question	Very Low	Low	Medium	High	Very High
40. Does the house of worship have a key control program or defined process for card access?	The house of worship has no specific key control process. Certain members of the facility have keys and share as needed. The facility does not track duplicates or lost keys. The facility has no card access system.	Certain members of the facility have keys, and a master key is locked in a separate, access-controlled area. Duplicates or lost keys are not always tracked, but the facility is aware of the importance of maintaining control of keys. A card access system may exist but is maintained by a single person, and no records check of that person's actions takes place.	Keys are maintained in a locked container. Lost keys are reported and when necessary, and locks are replaced. Duplicates are serial-numbered, recorded, and tracked. A card access control system exists. At least two trusted members of the facility maintain the card access database. Changes to the database occur monthly allowing some cards to possibly be active when in fact the card access should have been removed.	Keys are used, but use is minimal. Keys are maintained in a locked container. Lost keys are reported and when necessary locks are replaced. Duplicates are serial-numbered, recorded, tracked, and stamped "do not duplicate." A card access control system exists. At least two trusted members of the facility maintain the card access database. Changes to the database occur weekly allowing some cards to possibly be active when in fact the card access should have been removed.	Keys are not used except for a few internal doors. Keys are maintained in a locked container. Lost keys are reported and locksets changed when a key is lost. Duplicates are serial-numbered, recorded, tracked, and stamped "do not duplicate." Card access control system exists. At least two trusted members of the facility maintain the card access database. Changes to the database occur when card access is revoked.

Access Control/Entry Control					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Establish a key control program. Ensure only certain members of the facility have keys and a master key is locked in a separate, access-controlled area. Track all duplicates and lost keys. When necessary, change the locks. Consider implementation of a card access system. If a card access system is implemented, task at least two trusted members of the facility with maintaining the card access database. When card access is revoked, make immediate changes to the database.	Establish a key control program. Ensure all duplicates are serial-numbered, recorded, and tracked. Lost keys should be recorded and tracked. When necessary, change the locks. If a card access system is implemented, task at least two trusted members of the facility with maintaining the card access database. When card access is revoked, make immediate changes to the database.	Minimize the use of keys, and maintain the key control program. Continue to improve the card access system. Ensure database changes are immediate.	Maintain the key control program. Update the card access database immediately upon termination of employees or volunteers.	Stay current with card access technology to prevent hacking of the system.

- **Background:** Key control at houses of worship greatly depends on the size and location of the facility. A basic key control program should be in use at any facility. Knowing who has keys, knowing which ones are lost, and knowing when it is time to rekey the facility requires a good key control program. It is rare to have a card access system that covers all doors at a house of worship. This requires some maintenance and may initially be an expensive installation. Regardless, the benefits often outweigh the drawbacks, and almost all facilities can benefit from an effective card access system.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 19, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) ISC, *Facility Security Plan: An Interagency Security Committee Guide*, 1st edition, February 2015, accessed January 20, 2020, https://www.cisa.gov/sites/default/files/publications/ISC-Facility-Security-Plan-Guide-2015-508.pdf (3) Hestermann, Jennifer, *Soft Target Hardening: Protecting People From Attack*, 2nd edition, New York: Routledge, 2018 (4) Ratliff, Paula I., *Crime Prevention for Houses of Worship*, 2nd edition, ASIS International, ISBN 978-1-934904-74-9 (5) InstaKey Security Systems, "6 Key Control Program Best Practices," 2019, accessed January 21, 2020, http://info.instakey.com/accessintelligence/6-key-control-program-best-practices.

	Access Control/Entry Control				
Question	Very Low	Low	Medium	High	Very High
41. Does the construction of exterior doors and windows deter or delay an attack?	Exterior windows are tempered glass and can be opened. The windows are large enough and at a height that an adult could climb through them when open. Doors are mostly glass or metal-framed glass.		Most exterior windows are small (i.e., a teenager cannot climb through) and not operational. The facility has some exterior operational windows that are larger. Most doors are wood or steel and have minimal glass.		The facility has no exterior windows, or the exterior windows are tall and narrow or are difficult to access. They are too small to allow anyone to pass through them. They cannot be opened and use reinforced glass. Doors are wood or steel and have minimal or no glass.

Access Control/Entry Control					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Publish and distribute guidance to avoid areas with glass features during an attack. Determine if it is practical to use wood or steel doors with smaller areas of glass. Replacing windows with smaller, nonoperational windows is an expensive option and may not be possible. If that is the case, close and lock windows at all times. If the house of worship requires windows to be open for ventilation, ensure everyone knows how to close and lock a window in an emergency. Other possibilities include installing heavy window coverings that can be lowered or slide on tracks and that can be positioned quickly or even remotely. This may provide some concealment from an attacker.		Publish and distribute guidance to avoid areas with glass features during an attack. Replacing windows with smaller, nonoperational windows is an expensive option and may not be possible. If that is the case, close and lock windows at all times. If the house of worship requires windows to be open for ventilation, ensure everyone knows how to close and lock a window in an emergency. Other possibilities include installing heavy window coverings that can be lowered or slide on tracks and that can be positioned quickly or even remotely. This may provide some concealment from an attacker. Ensure ushers or other volunteers know how to close and lock the windows.		Publish and distribute guidance to avoid areas with glass features during an attack.

- **Background:** Houses of worship typically have a mix of windows. Some may be decorative while others are operational and can be opened. Windows can be used to access the facility or become shrapnel and shards during an attack. Ensuring windows are secured and locked deters theft and mitigates some aspects of some attacks. In many cases it is not practical to cover windows with blast film. As part of an ongoing security and safety awareness within the organization, reminding parishioners to avoid windows during an attack may be helpful.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 19, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) ISC, *Facility Security Plan: An Interagency Security Committee Guide*, 1st edition, February 2015, accessed January 20, 2020, https://www.cisa.gov/sites/default/files/publications/ISC-Facility-Security-Plan-Guide-2015-508.pdf (3) Hestermann, Jennifer, *Soft Target Hardening: Protecting People From Attack*, 2nd edition, New York: Routledge, 2018 (4) Paula I. Ratliff, *Crime Prevention for Houses of Worship*, 2nd edition, ASIS International, ISBN 978-1-934904-74-9.

Access Control/Entry Control					
Question	**Very Low**	**Low**	**Medium**	**High**	**Very High**
42. Does the facility have some type of intrusion detection system (IDS)/alarm system in place? (The IDS may be an internal system or an external contract service.)	The house of worship has no IDS.		The house of worship has an IDS of some type on primary doors. Windows do not have IDS.		The house of worship has an IDS on all doors and windows.

Access Control/Entry Control					
Option for Consideration	**Very Low**	**Low**	**Medium**	**High**	**Very High**
	Install an alarm system. This may be an internal system tied to a CCV system or a contract service that monitors, reports, and dispatches police as needed.		Install a complete alarm system to include glass breakage sensor. This may be an internal system tied to a CCV system or a contract service that monitors, reports, and dispatches police as needed.		Test and maintain the alarm system. Consider upgrades that tie into a CCV system.

- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 19, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) ISC, *Facility Security Plan: An Interagency Security Committee Guide*, 1st edition, February 2015, accessed January 20, 2020, https://www.cisa.gov/sites/default/files/publications/ISC-Facility-Security-Plan-Guide-2015-508.pdf (3) Ratliff, Paula I., *Crime Prevention for Houses of Worship*, 2nd edition, ASIS International, ISBN 978-1-934904-74-9.

Access Control/Entry Control					
Question	Very Low	Low	Medium	High	Very High
43. Does the interior layout of the facility provide escape routes for effective emergency egress?	The facility's interior consists of long fixed rows (i.e., holding 25 or more people in a row without a break) without breaks. The pews or chairs are affixed to the floor and difficult to move quickly.	The facility's interior consists of long fixed rows without breaks. Some, but not all pews, chairs, or benches are affixed to the floor and difficult to move quickly.	The facility's interior consists of rows with reasonable breaks. Some sections may be pews or chairs affixed to the floor while other sections can be easily and quickly moved. Some have shorter rows of collapsible chairs. (Reasonable is defined as less than 12 people in a row.)	The house of worship has chairs, benches, and pews that can be easily moved and adjusted as needed.	The house of worship has no chairs, pews, fixed benches, etc. It is an open space with no obstructed exits.

Access Control/Entry Control					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Review the facility's current configuration and determine the feasibility of shorter rows. Try to create aisles or paths that allow faster exit. Avoid using chairs that hook together or are affixed to the floor, if possible. Coordinate with local code management and fire departments for guidance.	Review the facility's current configuration and determine the feasibility of shorter rows. Try to create aisles or paths that allow faster exit. Avoid using chairs that hook together or are affixed to the floor, if possible. Coordinate with local code management and fire departments for guidance.	Avoid using chairs that hook together or are affixed to the floor, if possible. Coordinate with local code management and fire departments for guidance.	Evaluate the possibility of creating more open space, flexible seating, or an open floor area with no seating. Coordinate with local code management and fire departments for guidance.	Coordinate with local code management and fire departments for guidance. Ensure exits are clearly marked and accessible.

- **Background:** Seating in houses of worship vary widely based on the size and configurations of the facility. The goal should be to create as many exit lanes as possible and reduce the risk of people being trampled during rapid egress. Long rows of continental seating make it difficult for people to access an exit row in an emergency and may contribute to panic. While no hard and firm row length exists, rows of less than 25 tend to be an easy exit, but this varies based on the configuration of the facility. Other factors include number of exits and their location, elevated or sloped floors that lead to tunnel exits, fixed verses movable furniture, and other factors including fire and building codes. A good practice is to have fire department or code enforcement personnel visit the facility and provide guidance on seating and exit configurations.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 19, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) ISC, *Facility Security Plan: An Interagency Security Committee Guide*, 1st edition, February 2015, accessed January 20, 2020, https://www.cisa.gov/sites/default/files/publications/ISC-Facility-Security-Plan-Guide-2015-508.pdf (3) Hestermann, Jennifer, *Soft Target Hardening: Protecting People From Attack*, 2nd edition, New York: Routledge, 2018 (4) Ratliff, Paula I., *Crime Prevention for Houses of Worship*, 2nd edition, ASIS International, ISBN 978-1-934904-74-9.

Access Control/Entry Control					
Question	Very Low	Low	Medium	High	Very High
44. Does the interior of the facility provide easy access to multiple exits?	The house of worship has a single, congested main entrance area. A couple other single wide fire escape doors exist that would easily become crowded or overwhelmed during an emergency evacuation.		The house of worship has a large main entrance that is occasionally crowded or obstructed. Numerous other exits throughout the main area of the facility may be crowded or overwhelmed during an emergency evacuation.		The house of worship has a large main entrance that rarely is crowded or obstructed. Numerous other easy access exits throughout the main area of the facility would likely not be crowded or overwhelmed during an emergency evacuation.

Access Control/Entry Control					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Evaluate the feasibility of adding exit doors. Coordinate with building code and fire code enforcement personnel.		Coordinate with building and fire code enforcement personnel and determine if additional exits should be added or existing exits modified to improve the exit process.		Ensure all pathways and exits remain open and accessible. Possibly implement group rally or check points for accountability.

- **Background:** Typically, a facility cannot do much about its exits. If a building meets code requirements, personnel have no incentive to exceed the requirement. Without some sort of exercise or drill, determining if the exits are too crowded may be difficult. On a typical worship day, generally no immediate need to leave the facility exists, and thus congregants exit unhurriedly. In an emergency, a person who stumbles or accidently blocks an exit may be trampled and cause others to be trampled. Additionally, it creates a situation for an active shooter to have many targets in a smaller area.
- **References:** (1) ASIS Houses of Worship Committee, *Recommended Best Practices for Securing Houses of Worship Around the World*, 2017, accessed January 19, 2020, https://www.asisonline.org/globalassets/get-involved/councils/documents/best-practices-securing-houses-of-worship.pdf (2) Hestermann, Jennifer, *Soft Target Hardening: Protecting People From Attack*, 2nd edition, New York: Routledge, 2018.

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

CCV and VSS are electronic systems of cameras, control equipment, recorders, and related apparatus used for surveillance or alarm assessment. These systems can help deter individuals from initiating armed attacks and detect these attacks earlier at a safe distance. CCV/VSS technology options include a range of technologies (e.g., digital or analog, fiber or wireless transmission) and features (e.g., color or black-and-white video, adjustable side-to-side or up-and-down movement of cameras, wide-angle or zoom views). They also can include software that helps identify anomalies and ultimately the ability of users to identify suspicious behaviors. Occasionally houses of worship may have dedicated security staff who monitor these systems in real time, or they may only view recorded information in response to specific incidents or inquiries. Following an incident, CCV/VSS data can provide valuable forensic information that first responders can use in response efforts and follow-on investigations. Surveillance cameras can be used to monitor common areas that are not within the normal view of staff, leaders, or security personnel. Video surveillance can also streamline access control procedures, allowing administrative or security personnel to monitor and control locked entrances remotely when used with intercoms and remote control door locks, if practical.

CCV/VSS					
Question	Very Low	Low	Medium	High	Very High
45. Does the house of worship have a camera system?	The house of worship has no camera system in place.	The house of worship has cameras, but coverage of sensitive areas is minimal.	Cameras are in place and effective in most areas. Some entrances and sensitive areas may lack coverage.	Cameras cover most of the house of worship, including entrances and sensitive areas.	Camera coverage is complete and covers all areas of the house of worship, including entrances and sensitive areas.

CCV/VSS					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Explore the option of installing a camera system onsite. If this undertaking is feasible and appropriate for the house of worship, install cameras throughout the building to enable staff and possibly first responders to identify and assess threats.	Conduct a camera system survey to identify areas where coverage is lacking. Update the system to increase coverage.	Conduct a camera system survey to identify areas where coverage may be lacking. Ensure all entrances and sensitive areas have camera coverage.	Conduct a camera system survey to identify any areas where coverage may still be lacking.	Conduct a camera system survey to confirm camera coverage is sufficient.

- **Background:** A camera system survey is conducted to determine if the design and use of the CCV/VSS is appropriate given the house of worship security needs, the intended purpose of the camera system, and for the given circumstances. Areas where CCV may be needed include but are not limited to areas where broken windows, graffiti, or other signs of vandalism or attempted entrance may exist.
- **References:** (1) Garcia, Mary Lynn, *The Design and Evaluation of Physical Protection Systems*, 2nd edition, Burlington, MA: Elsevier, 2008 (2) DHS, *CCTV Technology Handbook*, July 2013, accessed January 22, 2020, https://www.dhs.gov/sites/default/files/publications/CCTV-Tech-HBK_0713-508.pdf.

CCV/VSS					
Question	Very Low	Low	Medium	High	Very High
46. Does the system use an effective combination of camera type? *Skip this question if the house of worship does not have a camera system.*	The camera system typically uses a single fixed camera to provide coverage for each entrance.		Some cameras may not be effective under some lighting conditions. Some cameras may not be the best choice for a given application.		An effective mix of camera types is used and accounts for changes in illumination.

CCV/VSS					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Conduct a camera system survey to identify areas where cameras are ineffective. Based on the results of the survey, perform system updates.		Conduct a camera system survey to identify areas where cameras are ineffective. Based on the results of the survey, perform system updates.		Conduct a camera system survey to confirm the effectiveness of each camera in use. Confirm that area lighting is compatible with each camera.

- **Background:** Fixed cameras are mounted in a stationary position and typically focus on one particular area of interest. Fixed cameras generally are less expensive than pan-tilt-zoom (PTZ) cameras and require less maintenance since they have fewer moving parts. PTZ cameras typically can be turned and tilted on two axes (i.e., up and down, side to side). PTZ cameras offer more flexibility for viewing and capturing images in real time than fixed cameras. PTZ cameras can be operated manually or in an automatic scan mode. CCV/VSS design considerations must include lighting, since illumination levels affect system requirements. Exterior cameras often require lenses with automatic apertures to compensate for changes in light levels. Interior cameras may require internal software to compensate for backlight (i.e., the contrast between low interior light levels and high exterior daytime light levels).
- **References:** (1) DHS, *CCTV Technology Handbook*, July 2013, accessed January 22, 2020, https://www.dhs.gov/sites/default/files/publications/CCTV-Tech-HBK_0713-508.pdf (2) Garcia, Mary Lynn, *The Design and Evaluation of Physical Protection Systems*, 2nd edition, Burlington, MA: Elsevier, 2008.

CCV/VSS					
Question	**Very Low**	**Low**	**Medium**	**High**	**Very High**
47. Is the system monitored during services or events? *Skip this question if the house of worship does not have a camera system.*	No real-time monitoring of the camera system occurs.	Untrained staff members may look at the CCV/VSS monitors on occasion or when notified of an incident. They are usually focused on their other primary duties.	Trained staff members monitor the CCV/VSS and do not have additional duties that could distract them from monitoring the system. However, they must follow too many screens at once (typically more than eight). They do not receive regular breaks, which impacts their ability to monitor multiple camera feeds effectively.	Trained, dedicated staff members monitor the CCV/VSS and are not overwhelmed by too many screens (typically eight or less). No single person monitors the camera system for an extended period of time (i.e., more than 15 minutes).	Trained, dedicated staff members effectively monitor the CCV/VSS. Monitoring staff frequently rotate shifts (every 10-15 minutes), and the number of cameras each staff member monitors is limited to eight or fewer. The system is equipped with capabilities that aid in the determination of suspicious activity.

CCV/VSS					
Option for Consideration	**Very Low**	**Low**	**Medium**	**High**	**Very High**
	Employ staff to monitor the camera system. If possible, provide a camera monitor in an administrative office visible to both staff and visitors and first responders.	Provide training to monitoring staff, and reduce or, if possible, eliminate their other duties.	Explore options to maximize the effectiveness of monitoring and observation, such as frequently rotating shifts for staff and limiting the number of cameras each staff member monitors.	Explore the feasibility of procuring a software program that aids in the determination of suspicious activity.	Explore the options of providing local law enforcement with the capability to access and monitor the camera system. Law enforcement personnel may easily view Internet protocol cameras remotely.

- **Background:** A camera system is not common at houses of worship. Some mega churches may have complex CCV systems and some houses of worship with a specific threat may install CCV systems. Installing a system aids in forensics after the fact, and in some cases, is a deterrent.
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CCV/VSS					
Question	Very Low	Low	Medium	High	Very High
48. Is information recorded and reviewed? *Skip this question if the house of worship does not have a camera system.*	The house of worship does not record information that the CCV/VSS captures.		Personnel review recorded information only after an incident. The storage capability is limited to a week or less, so many events are not available after the fact.		The house of worship stores recorded information for at least a month. Personnel review information for suspicious activity, not only after an incident.

CV/VSS					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Install video recording and storage systems. Develop a policy for the review of recorded information (e.g., periodically or only after an incident). Recorded information can support investigations.		Increase the camera system's storage capacity, preferably to a month.		Increase the camera system's storage capacity to a minimum of 90 days.

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CCV/VSS					
Question	Very Low	Low	Medium	High	Very High
49. What is the overall condition of the camera system? *Skip this question if the house of worship does not have a camera system.*	The CCV/VSS needs maintenance and updates. The system lacks backup power.		The CCV/VSS is in good condition, but some cameras are inoperable, even in key locations. Maintenance or repair is contracted work. The system has backup power.		All cameras are in good working condition. Continuous updates occur on the CCV/VSS, and it is routinely tested. Maintenance or repair, when needed, is performed "in house." The system has backup power.

CCV/VSS					
Option for Consideration	Very Low	Low	Medium	High	Very High
	Perform maintenance and system updates. Repair or replace any inoperable cameras, especially those in key locations. Explore options to provide backup power for the camera system.		Repair or replace any inoperable cameras. Ensure continuous updates are applied to the system, and test it routinely.		Evaluate the comprehensiveness of camera system tests. Testing should ensure the cameras work properly and should include an assessment of camera views. It may include switching the system to operate on backup power.

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