



FEMA

# Federal Government Resources for Protecting Houses of Worship

Across the United States, Americans congregate in faith-based venues to worship, learn, play, and bond as a community. However, public gatherings are vulnerable, and adversaries may perceive houses of worship as attractive targets where they can inflict mass casualties, cause substantial psychological impacts, and draw extensive media coverage.



The Department of Homeland Security (DHS) offers numerous resources to assist faith-based and community organizations with their efforts to prepare for all types of hazards, whether natural or man-made. Technical assistance is provided through presentations, workshops, training, webinars, tabletop exercises, and training.

In coordination with interagency partners, the DHS Center for Faith-based and Neighborhood Partnerships and Federal Emergency Management Agency (FEMA) established a website for faith-based organizations that serves as a “one-stop shop” for information on available Federal tools, resources, and assistance: [www.fema.gov/faith-resources](http://www.fema.gov/faith-resources).

This webpage includes a collection of information on:

- At-A-Glance Guide for Protecting House of Worship Venues
- Trauma, Resilience and Stress Management Resources
- Webinars
- Trainings
- Playbooks to test emergency operations plans for six hazards

## About the Department of Homeland Security Center for Faith-Based & Neighborhood Partnerships

The DHS Center for Faith-Based and Neighborhood Partnerships was created in 2006 by an executive order to help emergency managers effectively engage with faith and community-based groups. The DHS Center carries out the policies and program priorities of the White House Office of Faith-Based & Neighborhood Partnerships, the [Department of Homeland Security](http://www.dhs.gov) (DHS), and the [Federal Emergency Management Agency](http://www.fema.gov) (FEMA)



Learn More at: [www.fema.gov/faith](http://www.fema.gov/faith)

Have a comment, question or looking for information? E-mail us at [Partnerships@fema.dhs.gov](mailto:Partnerships@fema.dhs.gov)

---

*“FEMA’s mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and Improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.”*



Homeland  
Security

# Protective Security Advisor Program

The Department of Homeland Security, National Protection and Programs Directorate's Office of Infrastructure Protection (IP) operates the Protective Security Advisor (PSA) Program. Protective Security Advisors are security subject matter experts who engage with State, local, tribal, and territorial (SLTT) government mission partners and members of the private sector stakeholder community to protect the Nation's critical infrastructure. The PSA Program maintains a robust operational field capability, with Regional Directors (RDs) and PSAs serving in 73 districts in 50 States and Puerto Rico. The RDs and PSAs serve as the link to Department of Homeland Security (DHS) infrastructure protection resources; coordinate vulnerability assessments, training, and other DHS products and services; provide a vital link for information sharing in steady-state and incident response; and assist facility owners and operators with obtaining security clearances.

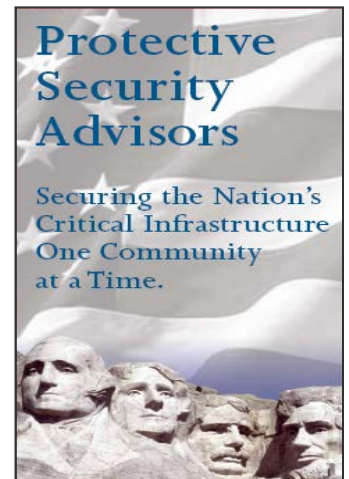
## PSA Program

The PSA Program's primary mission is to proactively engage with Federal, State, local, tribal and territorial government mission partners and members of the private sector stakeholder community to protect critical infrastructure. Regional Directors oversee and manage the Department's PSA program in their respective region, while PSAs facilitate local field activities in coordination with other DHS offices. The PSAs have five mission areas that directly support the protection of critical infrastructure:

- **Plan, coordinate, and conduct security surveys and assessments** – PSAs conduct voluntary, non-regulatory security surveys and assessments on critical infrastructure assets and facilities within their respective regions.
- **Plan and conduct outreach activities** – PSAs conduct outreach activities with critical infrastructure owners and operators, community groups, and faith-based organizations in support of IP priorities.
- **Support National Special Security Events (NSSEs) and Special Event Activity Rating (SEAR) events** – PSAs support Federal, State, and local officials responsible for planning, leading, and coordinating NSSE and SEAR events.
- **Respond to incidents** – PSAs plan for and, when directed, deploy to Unified Area Command Groups, Joint Operations Centers, Federal Emergency Management Agency Regional Response Coordination Centers, and/or State and local Emergency Operations Centers in response to natural or man-made incidents.
- **Coordinate and support improvised explosive device awareness and risk mitigation training** – PSAs work in conjunction with IP's Office for Bombing Prevention by coordinating training and materials to SLTT partners to assist them in deterring, detecting, preventing, protecting against, and responding to improvised explosive device threats.

## Contact Information

For more information or to contact your local PSA, please contact [PSCDOperations@hq.dhs.gov](mailto:PSCDOperations@hq.dhs.gov).



Courtesy of DHS



### Homeland Security Starts with Hometown Security

The U.S. Department of Homeland Security (DHS) closely monitors attacks on public gatherings and public places to constantly enhance the Nation's security. During both steady state and times of heightened awareness, DHS engages closely with our private sector and community partners to provide expert counsel and recommendations about protective measures they can implement to protect facilities and venues. DHS provides free tools and resources to communities because the Department recognizes that communities are the first line of defense in keeping the public safe and secure.

The Department encourages businesses to Connect, Plan, Train, and Report. Applying these four steps in advance of an incident or attack can help better prepare businesses and their employees to proactively think about the role they play in the safety and security of their businesses and communities.

**CONNECT:** Reach out and develop relationships in your community, including local law enforcement. Having these relationships established before an incident occurs can help speed up the response when something happens.

- Develop relationships with local law enforcement and businesses in your area. Invite local law enforcement to tour your business.
- Connect with community security and preparedness organizations such as the Federal Bureau of Investigation's public-private partnership program "InfraGard."
- Contact the local DHS Protective Security Advisor who is available to support your efforts.
- Communicate with your customers and let them know about the security measures you are taking to ensure a positive experience and to maintain public safety.
- If your business is located at or near a Federal facility, connect with DHS's Federal Protective Service at 1-877-4FPS-411.

**PLAN:** Take the time now to plan on how you will handle a security event should one occur. Learn from other events to inform your plans.

- Be aware of current threats related to your geographic region or impacting your business sector.
- Develop plans, including security, emergency response, emergency communications, and business continuity plans, while considering the protection of your employees and customers, access control, closed-circuit television, signage, suspicious activity reporting, and parking security.
- Evaluate your security requirements and design a monitoring, surveillance, and inspection program that is consistent with your business operations.
- Develop evacuation and shelter-in-place plans, and ensure that multiple evacuation routes are clearly marked with appropriate signage and that rallying points are available.
- Develop and implement a security plan for computer and information systems hardware and software.

- Engage local first responders (police, fire, medical) in all of the above efforts to ensure your efforts are in synergy with theirs.

**TRAIN:** Provide your employees with training resources and exercise your plans often. The best laid plans must be exercised in order to be effective.

- Train employees on identifying and reporting suspicious activities, active shooter scenarios, and what to do if they suspect an improvised explosive device (IED). Ensure they understand security basics, emergency response, business continuity plans, and increased awareness of potential threats.
- Exercise your emergency communications plan.

**REPORT:** “If You See Something, Say Something™” is more than just a slogan. Call local law enforcement.

- Post details on reporting suspicious activity and encourage employees, tenants, and visitors to report suspicious behavior to property management security or local law enforcement. Things to consider include unattended vehicles; repeat visitors or outsiders who have no apparent business in non-public area; abandoned parcels, suitcases, backpacks, and packages; and other unusual activity.
- Get involved with the Department’s “If You See Something, Say Something™” campaign.

## DHS Programs, Resources, and Tools You Can Use

**Protective Security Advisors** proactively engage with government partners and the private sector to protect critical infrastructure. For more information or to contact your local PSA, e-mail [NICC@hq.dhs.gov](mailto:NICC@hq.dhs.gov).

**The Ready Campaign** provides help with planning for businesses at <http://www.ready.gov/business>.

**DHS Active Shooter resources** are available at <http://www.dhs.gov/active-shooter-preparedness>.

**“If You See Something, Say Something™”** <http://www.dhs.gov/see-something-say-something>.

**Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)** information is available at <https://nsi.ncirc.gov/>. SAR training for private sector partners is located at [https://nsi.ncirc.gov/hsptregistration/private\\_sector/](https://nsi.ncirc.gov/hsptregistration/private_sector/).

**Counter-Improvised Explosive Device** information and resources are available at [www.dhs.gov/tripwire](http://www.dhs.gov/tripwire).

Information on **DHS cybersecurity programs** is available at [www.dhs.gov/cyber](http://www.dhs.gov/cyber). To find out more about the Cybersecurity Awareness Campaign, go to <http://www.dhs.gov/stopthinkconnect>. For tips from the U.S. Computer Emergency Response Team, go to <https://www.us-cert.gov/ncas/tips>.

**InfraGard** is a public-private partnership between the FBI and the private sector that represents individuals from businesses, academic institutions, State and local law enforcement, and fire and EMS agencies, as well as other participants dedicated to sharing information, education, and intelligence. Please go to [www.infragardmembers.org](http://www.infragardmembers.org) and <https://www.infragard.org>.



# FEMA

## Until Help Arrives

**ICPD** Individual and Community Preparedness Division

FEMA's You Are the Help Until Help Arrives (Until Help Arrives) provides tools to educate and empower the public to act in an emergency situation before professional help arrives by taking five Until Help Arrives key actions:

- Call 9-1-1
- Protect the injured from harm
- Stop bleeding
- Position the injured so they can breathe
- Provide comfort

**Until Help Arrives calls on individuals to take action before professional help arrives.**

### ACTING QUICKLY SAVES LIVES



Life-threatening injuries can occur at any time.

- Car, motorcycle, or bicycle crashes
- Home repair accidents
- Active shooter incidents
- Severe weather
- Acts of terrorism
- Transportation issues

The **Until Help Arrives** program teaches basic skills to **help keep people alive and safe until professional help arrives.**

# 97%

of people who took the training said they are **more likely to help** as a result of what they learned.

In its first 6 months,

# 21k

individuals completed training.

# 6 to 9 minutes

is the **national average response time** for Emergency Medical Services (EMS), but it may take up to **20 minutes or more** in rural areas.



**Trauma** is the **leading cause of death** for Americans under

# 46 years old.

The first care someone gets requires no special skills and can potentially be **the difference between life and death.**



## Training Citizen Responders

The Until Help Arrives program is designed to educate and empower the public to take action in an emergency situation and provide lifesaving care before EMS arrives. This approach builds a network of lifesaving individuals throughout the Nation.

### Resources

**Web-based and in-person resources** make it easy to learn how to help and spread the word that **everyone can help in a life-threatening situation.**



#### For Individuals

A 30-minute self-guided training on the web shows participants why they should help and how they can do it safely.



#### For Groups

A free training curriculum for instructor-led, hands-on training is available for download. The 2.5-hour training teaches all five Until Help Arrives key actions.

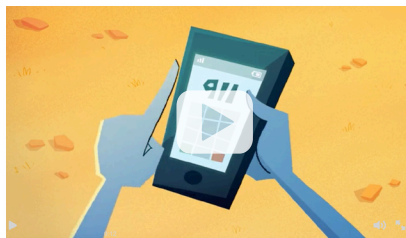
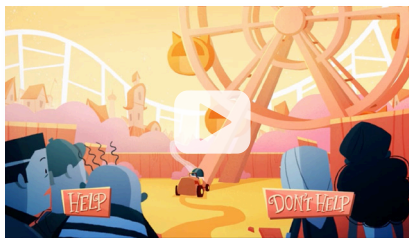


#### Videos

Doctors and professional first responders explain how individuals can take an active role in an emergency, serving as the first link in the chain of survival.

---

An interactive, animated video shows how someone without special training can **save a life in an emergency.**



**Training gives people practical guidance to become the first link in the chain of survival.**

Learn more about Until Help Arrives at [ready.gov/until-help-arrives](https://ready.gov/until-help-arrives).



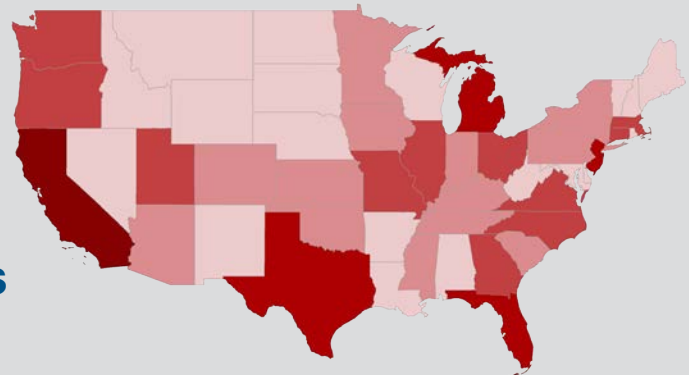
The national Community Emergency Response Team (CERT) program trains volunteers to prepare for the types of disasters that their community may face. Through hands-on practice and realistic exercises, CERT members:

- Learn how to safely respond to man-made and natural hazards;
- Help organize basic disaster response; and
- Promote preparedness within their communities.

**CERT members aim to do the greatest good for the greatest number of people.**

## RESPONDING TO EMERGENCIES

Since 1986, **more than 600,000** Americans have completed **CERT training**.



### Specialized CERT programs:

- Campus CERT
- Teen CERT
- Workplace CERT



### Members learn:

- Light search and rescue
- Disaster medical operations
- Fire safety and utility controls
- Leadership in disasters
- Traffic and crowd management



**There is a role for everyone in CERT.** Speak with your local **CERT Program Manager** to learn how to get involved.



CERT members build preparedness by organizing their communities before disasters.



Nationwide, there are more than **2,700 local CERT** programs.

## Prepared to Act

CERT offers a consistent, nationwide approach to volunteer training and organization that professional responders can rely on during disaster situations, which allows them to focus on more complex tasks.

## Trainings and Tools

Online and in-person courses, as well as other local training activities, help CERT members to be ready when disaster strikes.

### Full Courses

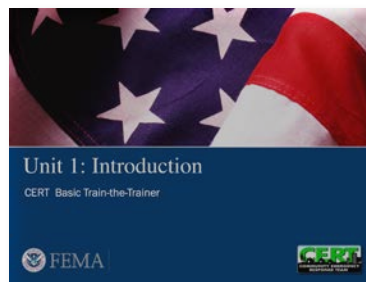
#### CERT Basic:

Delivered in the community by a team of first responders and other qualified volunteers, this course is the foundation of the program.



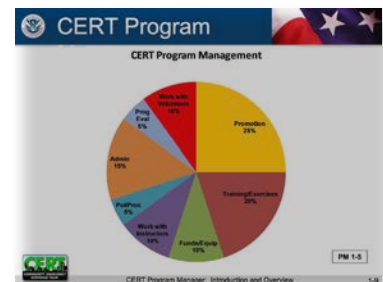
#### Train-the-Trainer:

Experienced CERT leaders teach new CERT trainers how to train their own teams.



#### Program Manager:

New CERT leaders learn how to start, develop, and sustain local CERT programs.



### Additional Resources



#### Hazard-Specific Training

Additional training modules allow communities to provide more in-depth training on the hazards they are most likely to face.



#### Specialized Modules

CERT members build robust skill sets through trainings on advanced topics such as emergency communications and animal response.



#### Community-Based Trainings

Many CERT training materials and program management tools are available free of charge.



#### Exercise Swaps

CERT program managers and trainers can share their successful drills, exercises, and training materials with others via the online CERT community.



#### Inclusive Training

Accommodations to make CERT training accessible for people with disabilities and others with access and functional needs.

Get more information at [ready.gov/CERT](https://ready.gov/CERT).





Active shooter incidents, in many cases, have no pattern or method to the selection of victims, which results in an unpredictable and evolving situation. In the midst of the chaos, anyone can play an integral role in mitigating the impacts of an active shooter incident. The Department of Homeland Security (DHS) provides a variety of no-cost resources to the public and private sector to enhance preparedness and response to an active shooter incident. The goal of the Department is to ensure awareness of actions that can be taken before, during, and after an incident.

### Active Shooter Preparedness Program

DHS maintains a comprehensive set of resources and in-person and online trainings that focus on behavioral indicators, potential attack methods, how to develop emergency action plans, and the actions that may be taken during an incident.

### Active Shooter Online Training

This one-hour online course (IS-907 Active Shooter: What You Can Do) provides an introductory lesson on the actions that may be taken when confronted by an active shooter, as well as indicators of workplace violence and how to manage the consequences of an incident. To access this course, please visit the Federal Emergency Management Agency (FEMA) Emergency Management Institute online training website at <http://www.training.fema.gov/is/crslst.aspx> and type Active Shooter in the search bar.



### Active Shooter Preparedness Workshop Series

These scenario-based workshops feature facilitated discussions to inform participants on the best practices associated with preparing for and responding to an active shooter incident. Through a dynamic exchange of information, these workshops provide participants an understanding of how to plan and aid in the development of an initial draft of an emergency action plan for their organizations. For more information on these workshops, please contact the Active Shooter Preparedness Program at [ASworkshop@hq.dhs.gov](mailto:ASworkshop@hq.dhs.gov).

### Active Shooter Online Resources

There are additional resources available online to inform individuals on how to prepare for active shooter incidents. These resources range from booklets and pocket guides, to a 90-minute webinar that explains the importance of developing an emergency action plan and the need to train employees on how to respond to an incident. To access these resources, please visit <http://www.dhs.gov/activeshooter>.

### Contact Information

For general information regarding the Active Shooter Preparedness Program, please email [ASworkshop@hq.dhs.gov](mailto:ASworkshop@hq.dhs.gov).



Homeland  
Security

# Pathway to Violence

Warning Signs and What You Can Do

## Be Alert to Signs of Trouble



Potential warning signs include:

- Increasingly erratic, unsafe, or aggressive behaviors.
- Hostile feelings of injustice or perceived wrongdoing.
- Drug and alcohol abuse.
- Marginalization or distancing from friends and colleagues.
- Changes in performance at work.
- Sudden and dramatic changes in home life or in personality.
- Financial difficulties.
- Pending civil or criminal litigation.
- Observable grievances with threats and plans of retribution.

## Appropriate Intervention



Help ensure the safety of you and your colleagues by:

- Being aware of drastic changes in attitude toward others.
- Taking note of any escalations in behavior.
- Providing any information that may help facilitate intervention and mitigate potential risks.

## Reach Out for Help



**Concerned? Witnessed disturbing behavior?**

Contact your supervisor or your human resources department to alert them of potential dangers and enable them to mitigate any emerging risks.

**You are the first line of defense. Report suspicious activity.**  
In an emergency, always call 9-1-1 or contact local law enforcement.

# HOW TO PREPARE FOR AND RESPOND DURING AND AFTER AN ACTIVE SHOOTER INCIDENT

Recent national tragedies remind us that the risk is real: an active shooter incident can happen in any place at any time. The best ways to make sure you and your loved ones stay safe are to prepare ahead of time and be ready. Taking a few steps now and mentally rehearsing what to do can help you react quickly when every second counts.



## TAKE AN ACTIVE ROLE IN YOUR OWN SAFETY

### NOW PREPARE

- Sign up for active shooter training
- If you see something suspicious, say something
- Know community response plans
- Identify the exits and good places to hide
- Learn and practice first aid skills and use of tourniquets

### DURING SURVIVE

- Run
- Hide
- Fight



**You may need to use more than one option.**

### AFTER BE SAFE

- Help law enforcement
- Seek out medical help
- Help others survive
- Seek help to cope with psychological trauma



## NOW PREPARE

- Sign up for active shooter training.
- If you see suspicious activity, let an authority know right away.
- Many places like houses of worship, workplaces, and schools have plans in place to help you respond safely. Ask about these plans and get familiar with them. If you participate in an active shooter drill, talk to your family about what you learn and how to apply it to other locations.
- When you visit a building like a shopping mall or health care facility, take time to identify two nearby exits. Get in the habit of doing this.
- Map out places to hide. Solid doors with locks, rooms without windows, and heavy furniture like large filing cabinets and desks make good hiding places.
- Sign up for first aid and tourniquet training.



## DURING SURVIVE

- **RUN.** Getting away from the shooter or shooters is the top priority. Leave your things behind and run away. If safe to do so, warn others nearby. Call 911 when you are safe. Describe each shooter, their locations, and weapons.
- **HIDE.** If you can't get away safely, find a place to hide. Get out of the shooter's view and stay very quiet. Silence your electronic devices and make sure they won't vibrate. Lock and block doors, close blinds, and turn off the lights. Don't hide in groups—spread out along walls or hide separately to make it more difficult for the shooter. Try to communicate with police silently—like through text messages or by putting a sign in an exterior window. Stay in place until law enforcement gives you the all clear.
- **FIGHT.** Your last resort when you are in immediate danger is to defend yourself. Commit to your actions and act aggressively to stop the shooter. Ambushing the shooter together with makeshift weapons such as chairs, fire extinguishers, scissors, and books can distract and disarm the shooter.



## AFTER BE SAFE

- Keep hands visible and empty.
- Know that law enforcement's first task is to end the incident, and they may have to pass injured along the way.
- Follow law enforcement instructions and evacuate in the direction they come from.
- Consider seeking professional help for you and your family to cope with the long-term effects of the trauma.

## HELPING THE WOUNDED

Take care of yourself first, and then you may be able to help the wounded before first responders arrive:

- If the injured are in immediate danger, help get them to safety.
- While you wait for first responders to arrive, provide first aid—apply direct pressure to wounds and use tourniquets if you have been trained to do so. Turn wounded people onto their sides if they are unconscious and keep them warm.

## Additional Resources

### VIDEO

*Run. Hide. Fight. Surviving an Active Shooter Event*  
[www.youtube.com/watch?v=5VcSwejU2D0](http://www.youtube.com/watch?v=5VcSwejU2D0)

### ONLINE COURSE

*Active Shooter: What You Can Do* <https://training.fema.gov/is/courseoverview.aspx?code=IS-907>

### GUIDE FOR HOUSES OF WORSHIP

[www.dhs.gov/sites/default/files/publications/Developing\\_EOPs\\_for\\_Houses\\_of\\_Worship\\_FINAL.PDF](http://www.dhs.gov/sites/default/files/publications/Developing_EOPs_for_Houses_of_Worship_FINAL.PDF)

### GUIDE FOR K-12 SCHOOLS

[www.fema.gov/media-library-data/20130726-1922-25045-3850/rem\\_s\\_k\\_12\\_guide.pdf](http://www.fema.gov/media-library-data/20130726-1922-25045-3850/rem_s_k_12_guide.pdf)

### WEBSITES

[www.dhs.gov/active-shooter-preparedness](http://www.dhs.gov/active-shooter-preparedness)

[www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-incident](http://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-incident)

[www.fema.gov/faith-resources](http://www.fema.gov/faith-resources)

[www.redcross.org/ux/take-a-class](http://www.redcross.org/ux/take-a-class)





Homeland  
Security

# Recovering from an Active Shooter Incident

## Establish a Recovery Process

In this dynamic threat environment, it is imperative that organizations not only prepare their staff to respond to a potential incident, but also determine the processes through which recovery takes place. Developing recovery plans and procedures support organizations in more effectively reconstituting services and providing employees with the necessary support following an incident.

The Office of Infrastructure Protection's "Active Shooter Recovery Guide" assists in the proactive implementation of policies and procedures that best position organizations to most effectively recover from an active shooter incident, while providing the best support structure for their employees, contractors, visitors, patrons, family members, and the community at large. The primary principles of the guide are provided below.

## Short-Term Recovery

- Account for personnel and visitors
- Facilitate medical assistance
- Contact family members
- Coordinate with law enforcement and emergency services
- Activate communications outlets for updated information
- Establish Family Assistance Center
- Coordinate retrieval of personal belongings

## Long-Term Recovery

- Enact continuity of operations plan and prepare to reopen facility
- Offer grief counseling
- Connect employees with Employee Assistance Program
- Process workers' compensation claims or other types of financial assistance

To access the guide and other resources,  
visit <https://www.dhs.gov/active-shooter-preparedness>

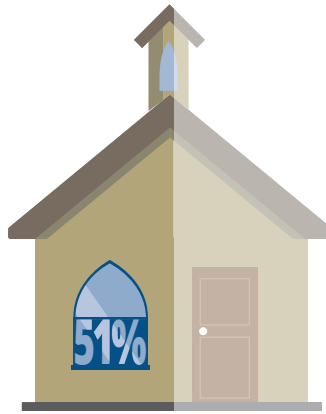


# Preventing Arson at Houses of Worship

2017 Arson Awareness Week

# 103

According to the Bureau of Alcohol, Tobacco, Firearms and Explosives' U.S. Bomb Data Center's Bomb Arson Tracking System (BATS), there have been an average of **103 arson fires per year** at houses of worship reported by federal, state and local agencies, during the 16-year period from 2000 to 2015. BATS shows the most house of worship fires in 2003 with 140 reported and the fewest in 2011 with 72 arson fires. **Less than 2 percent (1.86 percent) were initially investigated as a hate crime.**



In the U.S., between 1996 and 2015, **51 percent** of the reported incidents at houses of worship were determined to be **caused by arson**, according to a recent analysis by the Pew Research Center.

# 1,600

 fires

**2** civilian deaths  
**16** civilian injuries  
**\$105 million** dollars

The National Fire Protection Association reports that the 2007 to 2011 annual averages for structure fires in religious properties (church, mosque, synagogue, temple or chapel) are **1,600 fires with two civilian deaths, 16 civilian injuries, and \$105 million in direct property damage.**

## Arson Prevention Tips for Houses of Worship



Illuminate exterior and entrances — Arsonists, like burglars, fear light.



Clear obstructions like shrubbery that block the view of the building.



Install smoke alarms and a fire sprinkler system.



Keep doors and windows locked.



Clean up — Remove anything that could fuel a fire for an arsonist.



Establish an arson watch program.



For more information, visit [www.usfa.fema.gov/aaw](http://www.usfa.fema.gov/aaw).