

# BEST PRACTICES FOR SECURITY AT HOUSES OF WORSHIP



DEVELOPED IN COLLABORATION WITH THE COOK COUNTY DEPARTMENT  
OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT

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## PREFACE

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This document was created to assist houses of worship and religious organizations of all faiths prepare for potential threats or incidents.

Communal Spaces are challenged with the need to increase the security of their facility to ensure the safety of their staff, congregants, and guests while maintaining their openness to all in need within the communities they serve. The actionable checklists and forms presented in this document are recommendations and best practices that have been developed from lessons learned from past incidents. This information should be readily available to facility administrators and staff undertaking planning efforts to enhance security and those that may assist during an incident. Leadership should use this information or tailor it to best suit their facilities and communities.

## EMERGENCY PHONE NUMBERS

### FIRE, AMBULANCE, POLICE EMERGENCY: 911

Police Non-emergency Number:	708-349-4111
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Fire Non-emergency Numbers	
Orland Fire Protection District Number:	708-349-0074
Mokena Fire Protection District Number:	708-479-5371
Palos Fire Protection District Number	708-448-0369

Emergency Medical Services Non-emergency Number:	
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### PUBLIC UTILITIES

Electric Company 24-hr Emergency Number:	
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Gas Company 24-hr Emergency Number:	
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Water Provider 24-hr Emergency Number:	
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### BUILDING MANAGEMENT

Local Emergency Management Agency:	Contact:
24-hr Emergency Number:	

Poison Control Center:	1-800-222-1222
Illinois Crime Victim Services	1-800-228-3368
Illinois Department of Children and Family Services	1-800-252-2873
Post-Crisis Intervention/Mental Health Services	312-814-5050
Suicide Hotline	1-800-273-8255

### INTERNAL EMERGENCY CONTACTS

Organizational Leadership (Name/Contact):	
Property Management (Name/Contact)	
Other (Name/Contact)	

## SUSPICIOUS ACTIVITY REPORTING

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The facility should maintain situational awareness at all times. Awareness of what is happening or about to happen in and around one's property allows decision makers to choose the best course of action to protect one's community. Human observation is often the best data collection method to identify and assess potential threats. While other technological means such as video cameras and alarms may be beneficial, they should not be relied upon as the only source of protection.

The first steps in situational awareness are to listen to what is going on, what is being said and who is saying it. Be aware of changing conditions and situations within your own congregation and community that could result in acts of violence. Situational awareness begins with everyone watching for anything out of the ordinary or out of place and then telling someone (religious leadership and the Orland Park Police Department).

We encourage forming partnerships stakeholders and sharing information can also support situational awareness. Partnerships with other communal spaces, local schools, probation officers, and law enforcement officials can significantly improve the safety and security of your facility.

Certain behaviors of an individual planning or threatening to carry out an attack may raise concerns in others. These behaviors should be noted and reported.

### Behavior Indicators

Behavioral indicators are signs that an individual may be on the path to committing a violent act. If the following behaviors are observed, especially if more than one is observed, report observations immediately:

- Social isolation
- Threats of violence
- Intense anger or hostility
- Loss of significant relationships
- Feelings of supremacy or arrogance
- Signs of paranoia or depression
- Increased alcohol or drug consumption
- Threats of suicide

### Surveillance Indicators

Surveillance indicators are signs that a facility is being monitored or assessed for information about its operations and protective measures. These indicators may indicate a threat or attack. Surveillance indicators include:

- Persons using or carrying video, camera, or observation equipment in or near the facility over an extended period.

- Persons parking, standing, or loitering in the same area over a multiple-day period with no apparent reasonable explanation.
- Persons excessively inquiring about practices pertaining to the facility and its security operations or the supporting infrastructure (telecommunications, electric, natural gas, or water).
- Persons observed or reported to be observing facility receipts or deliveries.
- Employees observed or reported to be willfully associating with suspicious individuals, changing working behavior, or working more irregular hours.
- A noted pattern of false alarms requiring a response by law enforcement or emergency services.
- Unfamiliar contract workers attempting to access unauthorized areas.
- Unusual or unexpected maintenance activities near the facility.
- Sudden increases in power outages designed to test the backup systems or recovery times.
- Theft of employee or contractor identification cards, uniforms, or guard force communications equipment or unauthorized persons in possession of facility ID cards, uniforms, or equipment.
- An increase in buildings left unsecured or doors left unlocked, when they are normally secured and locked at all times.

## Attack Indicators

Attack indicators are outward visual signs of possible attack. Immediate actions should be taken to ensure the safety and security of the facility and those inside. A report to law enforcement should be made even if there is uncertainty as safety is more important. Attack indicators include:

- Suspicious persons in crowded areas wearing unusually bulky clothing that might conceal explosives.
- Unexpected or unfamiliar delivery trucks arriving at the facility.
- Unattended packages (e.g., backpacks, briefcases, boxes) or suspicious packages and/or letters received by mail.
- Recent damage (e.g., significant holes or cuts) to perimeter fence or gate, perimeter lighting, or other security device(s).

## Prepare

- ☐ Collaborate with the Orland Park Police Department, local emergency management agencies, and the Cook County Department of Homeland Security and Emergency Management to obtain information related to reports of suspicious activities at area communal spaces.
- ☐ Train facility leadership and staff on how to identify suspicious activities.
- ☐ Develop procedures for internal suspicious activity reporting.
- ☐ Develop a process to share suspicious activity report with local law enforcement.
- ☐ Share suspicious activity reports with necessary personnel so they may be aware and look for similar situations.
- ☐ Online suspicious activity reporting training is available at [http://nsi.ncirc.gov/training\\_online.aspx](http://nsi.ncirc.gov/training_online.aspx).

## Respond

### If you encounter a suspicious activity:

- ☐ Challenge or question a suspicious person only if the situation is non-threatening.
- ☐ If safety is an issue, call 911 immediately.
- ☐ Fill out facility suspicious activity form.
- ☐ Notify building administration.
- ☐ Be vigilant for additional signs of suspicious activities or behavior indicators.
- ☐ Notify the Orland Park Police Department at 708-349-4111 or 911.

## Recover

- ☐ Document suspicious activity reports or forms.
- ☐ Document best practices and lessons learned to future enhance and facilitate coordination with the Orland Park Police Department and the Cook County Department of Homeland Security and Emergency Management.
- ☐ Follow up on all suspicious activity reports received.
- ☐ Notify facility staff of suspicious activities to maintain vigilance.

## ARMED ASSAILANT (ACTIVE THREAT)

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The terms Armed Assailant, Active Shooter, and Active Threat solicits the same response no matter the dangerous weapon (knife or firearm). Policies should address who has authority to initiate lockdown procedures in all buildings.

### Prepare

- ☐ Establish a process to coordinate internal safety and security.
- ☐ Establish a process to control access and movement into the facility if needed (see lockdown procedures).
  - Control the number of unlocked entrances to the facility.
  - Lock, secure, or otherwise reinforce windows.
- ☐ Provide law enforcement updated building diagrams at the beginning of each year.
- ☐ Inform law enforcement of facility policies:
  - Lockdown
  - Evacuation/Shelter-in-Place
  - Facility Physical Layout
  - Personnel Accountability Procedures (identification cards, photos, other methods)
- ☐ Exercise armed assailant drills with staff and the Orland Park Police Department for effective responses in a variety of different conditions and times of day.
- ☐ Review lockdown procedures, assuring that they contain information related to:
  - Overhead plain language announcements – staff training for events?
  - Responsibilities and authorities for lockdown – are staff empowered?
  - Notifications to law enforcement that lockdown has occurred.
- ☐ Review lockdown and shelter-in-place procedures assuring they contain information related to:
  - Management of members, building occupants, and staff
  - Notifications to law enforcement that evacuation or shelter-in-place is occurring.
- ☐ Review facility physical security for gaps.
  - Entrances protected by barriers from vehicles
  - Overhead or other type mass notification system
  - Security cameras
  - Lighting
- ☐ Conduct staff training on:
  - Workplace Violence/Active Shooter Training
  - Evacuation Plans

### Respond

If you are caught in an open area, such as a hallway or main area, you must decide what action to take:

1. You can try to hide, but make sure it is a well-hidden space or you may be found as the intruder moves through the building looking for victims.

2. If you think you can safely make it out of the building by running, then do so. If you decide to run, do not run in a straight line. Keep any objects you can between you and the hostile person while in the building. Use trees, vehicles or any other object to block you from view as you run. When away from the immediate area of danger, summon help any way you can and warn others.
3. If the person is causing death or serious physical injury to others and you are unable to run or hide, you may choose to play dead if other victims are around you.
4. The last option you have, if caught in an open area, may be to fight back. This option is dangerous, but depending on your situation, it may be necessary.

**If the person displays a weapon, begins shooting or shots are heard:**

**Priorities**

- ☐ Call 911 (if possible).
- ☐ Seek immediate shelter (run or hide).
- ☐ Lock doors where possible.
- ☐ Stay away from windows.
- ☐ Turn off audio equipment.
- ☐ Remain calm and try to be as quiet as possible.
- ☐ If faced with no other possibility, seek alternative methods for control.

**Staff**

- ☐ Notify building administration and call 911 and notify emergency responders.
- ☐ Provide location of the shooting, if known.
- ☐ Notify the building administrator of missing members or staff as soon as the threat is removed.

**Building Administration or Designee**

- ☐ Issue alert and initiate Lockdown with Intruder procedures.
- ☐ Call 911 and notify emergency responders.
- ☐ Provide the following information, if known:
  - Location of shooters
  - Description, identity, and number of shooters
  - Description of weapons
  - Number of shots fired
  - Is shooting continuing?
  - Number of injuries
- ☐ Designate a facility representative (with knowledge of procedures, floor plans, and building systems) to communicate with law enforcement and if possible, remain in communication throughout incident.
- ☐ Evacuate area to designated meeting room (see lockdown procedures).
- ☐ Document all actions taken by staff.
- ☐ Implement recovery procedures.

**Recover**

- ☐ Terminate facility lockdown if appropriate. Coordinate any “all clear” declaration with the Orland Park Police Department.



- ❑ Restore services, and reopen to normal operations as allowed by law enforcement.
- ❑ Contact social service agencies and crisis counseling teams to debrief and provide Critical Incident Stress Management to ALL staff.
- ❑ Consider the need to activate or partially activate the Continuity of Operations Plan to allow continued operations as affected locations will now be crime scenes.
  - Implement management plans (temporary relocation to alternative site).
  - Employee management plans (can employees work at alternative locations).
  - Provide marketing plans that provide customers with needed information related to business continuation.
- ❑ Initiate cleanup operations.
- ❑ Debrief staff on physical security concerns.
  - Address as many of those concerns as can reasonably be completed quickly.
  - Consider long-term security upgrades.
- ❑ Meet with the Orland Park Police Department for debriefing on incident.
- ❑ Prepare for potential visits from:
  - Organization representatives
  - VIPs such as Mayor, Governor, others
  - Insurance Carriers
- ❑ Develop a plan for dealing with items left as memorials.
  - Storage of items
  - Schedule/procedure for removal

**Fact:**

According to the FBI, the United States now has on average one active shooter incident every two and one half weeks.

## LOCKDOWN/SHELTER-IN-PLACE

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In some emergencies, evacuation of the facility may not be safe or appropriate. Shelter-in-place or lockdown may be necessary in cases of intruders, active shooter or violence, outside civil disobedience, or chemical/biological/nuclear events.

**Lockdown** – a state of high security when all perimeter doors are secured and no one is allowed to enter or exit the facility. Lockdown policies and procedures are sometime further described as soft lockdown and hard lockdown.

Soft lockdown – generally to secure a facility against unwanted entry. All perimeter doors are locked (and interior gathering spaces locked as needed) and those seeking entry are challenged in some fashion before entry is granted. A buzzer system or security guard may be used to allow entry. For example, some schools are in a state of soft lockdown at all times to control who enters the facility. Religious facilities may choose to implement a soft lockdown policy during periods of heightened threats.

Hard lockdown – to maximize safety and security entry is prohibited. Facility policy should detail if entry may be granted to pre-designated employees or facility members with a need to be inside. Depending on the threat, entry or exit may be prohibited. A hard lockdown may be lifted when the Orland Park Police Department indicates the threat has been removed or decreased in level.

When to activate a lockdown?

- When notified to do so by local police or government.
- When an armed person (gun or other weapon) is identified in the facility or on the grounds.
- The sound of a discharged firearm is heard.
- A child has been identified as missing.

**Shelter-in-Place** – notification to take immediate shelter inside a facility to ensure safety and security. It is generally implemented during a natural disaster or environmental release of a hazardous material when the environment inside can provide safety from outside elements.

When to activate Shelter-in-place procedures?

- When notified to do so by local police or government.
- When notified through radio, television or other emergency communication system.
- When a hazardous chemical has been released.

## Prepare

- ☐ Identify one or more individuals (facility leadership) with the authority to initiate lockdown/shelter-in-place procedures.
- ☐ Develop criteria thresholds or a decision matrix for implementing lockdown/shelter-in-place procedures.
- ☐ Develop procedures for both lockdown and shelter-in-place that will work for facility.
- ☐ Consider the facility characteristics, infrastructure elements, and typical building patrons.
- ☐ Review lockdown/shelter-in-place procedures with staff, members, youth, and other associated with religious facility.
- ☐ Identify communication strategies for notifying police, fire, health officials, staff, and members. These strategies may include radio, landlines, cell phones, text messages, email and other means.
- ☐ Identify a secondary means for communications in the event the primary communication method is not available.
- ☐ Prepare phone and other communication lists.
- ☐ Identify meeting room.
  - Select an internal room (if possible without windows) for assembly.
- ☐ Prepare supplies necessary to seal the meeting room should it be necessary.

## Respond

- ☐ Call 911.
- ☐ Activate Lockdown/Shelter-in-place alert and implement procedures.
- ☐ Notify all necessary staff.
- ☐ Account for all children and other occupants.
- ☐ Secure facility – lock or blockade doors and windows.
- ☐ Post signage to signify rooms have been cleared.
- ☐ Deactivate HVAC system (in the case of chemical, biological, or toxic release).
- ☐ Move to a meeting place.
- ☐ Seal the room if necessary.
- ☐ Wait for further instructions or until lockdown is cleared.

## Recover

- ☐ Terminate lockdown or shelter-in-place order in conjunction with the public agency in charge of incident.
- ☐ Reunite occupants if necessary.
- ☐ Clean up affected areas.
- ☐ Restore normal operations including services and scheduled events.

**Do not let the worst time be the first time you practice your lockdown or shelter-in-place procedures.**

# ASSAULT

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An assault is the intentional infliction of or attempt to inflict bodily harm upon another person. Early intervention may reduce or eliminate escalation of the incident.

## Prepare

- ☐ Be aware of actions and behaviors of building occupants (see Behavioral Indicators).

## Respond

### When an assault occurs:

#### **Staff (Initially confronted with the situation)**

- ☐ Notify building administration and Call 911 and notify the Orland Park Police Department.
- ☐ Ensure the safety of members and other staff.
- ☐ Work as a team in response.
- ☐ Defuse the situation, if possible, without putting yourself in harm's way.
- ☐ Use a calm voice and low tones in addressing the assailant.
- ☐ If behavior escalates, shout "Stop!" and continue to use a calm voice.
- ☐ Disperse onlookers and keep other from congregating.
- ☐ Ensure first aid is rendered to all injured parties.
- ☐ Do not leave the victim alone.
- ☐ Seal off area to preserve evidence for the Orland Park Police Department.
- ☐ Identify the assailant by name and description (clothing, height, and other distinctive features).
- ☐ If the assailant has left the building, determine direction and mode of travel, vehicle description and license plate number.
- ☐ Identify any witnesses.
- ☐ Document all activities.

#### **Building Administration or Designee**

- ☐ Call 911 and notify the Orland Park Police Department.
- ☐ Give type and number of injuries.
- ☐ Advise if assailant is still in the building or on the property.
- ☐ Give name and description of the assailant.
- ☐ Give direction and mode of travel (vehicle type and description).
- ☐ Consider lockdown procedures.
- ☐ Notify parents or legal guardians of minors involved.

## Recover

- ☐ Document all actions taken by staff.

**Fact:**  
In 2015, there were 248 violent incidents -76 of which were deadly - in houses of worship.

# BOMB THREAT

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ALL bomb threats must be taken seriously until they are assessed. The decision to evacuate rests with the communal space, and not emergency responders, UNLESS a device is located.

*\*\*When responding to a bomb threat, the Orland Park Police Department and first responders generally will not search a building unless requested. A bomb squad will generally not respond unless a suspicious package has been located.*

## Prepare

- ☐ Establish procedures for staff to follow in case of a bomb threat.

## Respond

### Upon receiving a bomb threat:

#### **Building Administration or Designee**

- ☐ Call 911 to notify the Orland Park Police Department.
- ☐ Assess the threat by using the Threat Incident Report Form.
- ☐ Consult with emergency responders, as time permits.
- ☐ Determine credibility of threat.

#### **Staff**

- ☐ Notify building administration.
- ☐ Preserve evidence for the Orland Park Police Department.
- ☐ If written threat, place note in paper envelope to preserve fingerprints.
- ☐ If the threat is written on a wall, photograph.
- ☐ If phoned threat, document all relevant information.

### If the bomb threat is determined to be credible:

#### **Building Administration or Designee**

- ☐ Initiate appropriate lockdown procedures.
- ☐ Provide additional instructions as necessary.
- ☐ Direct staff to implement scanning process for suspicious items inside and outside.
- ☐ Document all actions taken and findings by staff.
- ☐ Determine if evacuation procedures should be initiated.
- ☐ Limit the use of cell phones and radios in the building.

#### **Staff**

- ☐ Implement appropriate lockdown procedures.
- ☐ Scan rooms or assigned areas for suspicious items.
- ☐ Staff will be the best at telling what is out of place, or potential indicators.
- ☐ Do not touch any suspicious devices, packages, or other unusual objects. The device should be pointed out to emergency responders.
- ☐ Notify building administration of findings.

- ☐ Limit the use of cell phones and radios in the building.

**If Evacuation Procedures are initiated:**

**Building Administration or Designee**

- ☐ Notify staff via phone system, hardwired PA system or by messenger. Do not use cell phones, radios or fire alarm system because of risk activating a device.
- ☐ Ensure evacuation routes and area are clear of suspicious items.

**Staff**

- ☐ Implement Evacuation procedures.

**Recover**

- ☐ Complete Threat Incident Report Form.
- ☐ Document all actions taken by staff.

**Fact:**

**Bomb threats are made for two reasons:**

- 1. The caller has knowledge of an explosive device; or**
- 2. To cause general alarm or panic.**

# HOSTAGE

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If the hostage-taker is unaware of your presence, **Do Not Attract Attention!**

## Respond

### In the event of a hostage situation and you are taken hostage:

- ☐ Cooperate with the hostage-taker to the fullest extent possible.
- ☐ STAY CALM, try not to panic; calm members and congregants if they are present.
- ☐ Be respectful to the hostage-taker.
- ☐ Ask permission to speak; do not argue or make suggestions.

### If you witness a hostage situation but are not directly affected:

#### Staff

- ☐ Do not put yourself in harm's way.
- ☐ Notify building administration immediately.
- ☐ Wait for further instructions.

#### Building Administration

- ☐ Initiate lockdown with intruder procedures.
- ☐ Call 911 and notify emergency responders.
- ☐ If known, provide a description of the following:
  - o Identity and description of the individual
  - o Description and location of the incident
  - o Number of hostages
  - o Number of injuries
- ☐ Seal off area near hostage scene.
- ☐ Congregation should be moved from exposed areas to safer areas of the building.
- ☐ As soon as possible, and only if it can be accomplished safely, assign a staff member to stand outside warning visitors of the danger, until the Orland Park Police Department arrives.
- ☐ When the Orland Park Police Department arrives, they will take control of the situation.
- ☐ Continue to coordinate with the Orland Park Police Department for the safety and welfare of members and staff.

## Recover

- ☐ Document all actions taken.
- ☐ Resume normal operations.

## INTRUDER

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An intruder may be either well- or ill-intentioned. Early intervention may reduce or eliminate the escalation of the incident. There is always the potential that an intruder may possess a weapon or become violent.

When interacting with a stranger, use the “I CAN” rule.

**Intercept**

**Contact**

**Ask**

**Notify**

### Prepare

- ☐ Create an easily identifiable visitor sign that all visitors must wear at all times.
- ☐ Create an environment within your buildings that encourages all staff and members to challenge all unregistered visitors.
- ☐ Ensure all staff and members know the visitor process, and their role in security.
- ☐ Train staff on recognizing behavioral indicators and suspicious activities.

### Respond

**In the event an unauthorized person enters the property (intruder):**

#### Staff

- ☐ Politely greet the subject and identify yourself.
- ☐ Consider asking another staff person to accompany you before you approach the subject.
- ☐ Inform the subject that all visitors must register at the office area.
- ☐ Ask the subject the purpose of his or her visit.
- ☐ If possible, attempt to identify the individual and vehicle.
- ☐ Escort the subject to the office area.
- ☐ If the subject refuses or his or her purpose is not legitimate, notify building administration that there may be an intruder in the building.
- ☐ Attempt to maintain visual contact with the intruder until assistance arrives.
- ☐ If possible keep staff and members away from the intruder.
- ☐ Take note of the subject name, clothing and other descriptors.
- ☐ Observe the actions of the intruder (where he or she is located in the building, whether he or she is carrying a weapon or package).
- ☐ Back away from the subject if he or she indicates a potential for violence.
- ☐ Allow an avenue of escape for both the intruder and yourself.



**Building Administration**

- ☐ Respond to call for assistance from staff.
- ☐ Advise the subject he is trespassing and needs to leave the building or the Orland Park Police Department will be notified if the subject refuses or his or her purpose is not legitimate.
- ☐ Consider initiating Lockdown with intruder procedures.
- ☐ Call 911 and notify the Orland Park Police Department.
- ☐ Advise the Orland Park Police Department of the intruder's location and provide a full description.
- ☐ Attempt to keep the subject in full view until the Orland Park Police Department arrives while maintaining a safe distance.

**Recover**

- ☐ Document all actions taken by staff.
- ☐ Provide all staff with a full description of the intruder.

## DEMONSTRATION/PROTESTS

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Demonstrations on the facility grounds could be deemed trespassing. A mass of people gathered for a particular reason may take on a mob mentality, and the situation can escalate quickly under the right circumstances.

### Prepare

- ☐ Designate a protest area around the building.
- ☐ Notify and consult with the Orland Park Police Department in developing a plan of action.

### Respond

#### **If demonstration is near, but not on the property:**

##### **Building Administration or Designee**

- ☐ Notify building staff, members, and other building occupants.
- ☐ Encourage staff not to participate in protests or public demonstrations and to maintain a safe environment for others.
- ☐ Monitor situation and make decisions based on developing information.
- ☐ Consider communication venues (Web site posting, e-mail).
- ☐ Consider lockdown with warning procedures for building occupants.

#### **If demonstration or protest is on the property:**

##### **Staff**

- ☐ Notify building administration.
- ☐ Call 911 if a threatening or dangerous situation exists.

##### **Building Administration or Designee**

- ☐ Develop an action plan.
- ☐ Notify and consult with the Orland Park Police Department.
- ☐ Identify who asks the demonstrators to leave.
- ☐ Notify building staff.
- ☐ Consider lockdown with warning procedures (see Lockdown procedures) for building occupants.
- ☐ Ensure safe entry into and exit from the building.
- ☐ Monitor situation and make decisions based on developing information.
- ☐ Consider communication venues (Web site posting, e-mail).

### Recover

- ☐ Document all actions taken by staff.
- ☐ Identify best practices and areas for improvement for future similar situations.

## MEDICAL EMERGENCY

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The role of staff in a medical emergency is to provide care to the victim until first responders arrive. Staff should NOT provide any first aid beyond their training. Staff should comfort the victim and reassure him or her that medical attention is on the way. Before providing assistance, staff should survey the scene for additional hazards and ensure it is safe to render aid.

### Prepare

- ☐ Knowledge of locations of A.E.D.s
- ☐ Regular CPR/First Aid training should be conducted for all facility leaders, teachers, and child care workers
- ☐ Maintain material safety data sheets (MSDS) of all chemicals kept onsite

### Respond

#### In the event of a non-responsive or life-threatening injury or illness:

##### Priorities

- ☐ Send for immediate help and Call 911.
  - ☐ Describe injuries, number of victims and give exact location.
- ☐ Retrieve A.E.D.
- ☐ Assign a staff member to wait for and escort first responders to the injured person.

##### Staff

- ☐ If in locations with chemicals, provide material safety data sheets (MSDS) to responders.
- ☐ Notify building administration.
- ☐ DO NOT move the victim, especially if you suspect a head or neck injury, unless safety is a concern.
- ☐ Check victim for medical alert bracelet or necklace.
- ☐ Provide information to first responders.
- ☐ Disperse onlookers and keep others from congregating in the area.
- ☐ If possible, isolate the victim.
- ☐ Direct someone (staff or congregation member) to meet and guide the first responders.
- ☐ Assist emergency medical services personnel with pertinent information about the incident.

##### Building Administration or Designee

- ☐ Ensure 911 was called and provide any updated information.
- ☐ Activate emergency response team.
- ☐ Ensure someone (staff or member) meets and directs first responders.
- ☐ Provide any additional information about the status of the victim.
- ☐ Provide information from the victim.
- ☐ If needed, assign a staff member to accompany victim to the hospital.

- ☐ If a minor, notify victim's parents, legal guardians or emergency contact (insure the most accurate information is passed on).

## Recover

- ☐ Document all actions taken by staff.

# SEXUAL ASSAULT

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Sexual assault is a crime of violence. For the victim, it is often an experience of fear, humiliation, violence and loss of control. Victims may experience a full range of emotional reactions. It is extremely beneficial for the victim to seek support regarding the assault. Facilities should address sexual assault as a crisis or emergency when:

- A rape or sexual assault occurs on their properties
- A member of the victim's family or friend requests intervention
- Rumors of an alleged incident are widespread and damaging

## Prepare

- ☐ Be aware of actions and behaviors of building occupants (See Behavior Indicators).
- ☐ Secure areas of facility not in use.
- ☐ Train staff on how to provide support for victims of sexual assault.

## Respond

### In the event of a sexual assault or notification of a sexual assault:

#### Staff

- ☐ Notify building administration immediately.
- ☐ Maintain confidentiality during the investigation.
- ☐ Do not leave the victim alone.
- ☐ Ensure the short-term physical safety of the victim.
- ☐ If appropriate, preserve all physical evidence.
- ☐ Complete all required reports for the Orland Park Police Department.
- ☐ Preserve personal effects, as well as the potential crime scene.

#### Building Administration or Designee

- ☐ Maintain confidentiality during the investigation.
- ☐ Notify the Orland Park Police Department.
- ☐ Designate a counselor or staff member who has a positive relationship with the victim to review the types of support she or he may need.
- ☐ Without putting staff or members in harm's way, secure the potential crime scene until the Orland Park Police Department arrives.

## Recover

- ☐ Take action to control rumors.
- ☐ Document all actions by staff.
- ☐ Follow-up and monitor to ensure members safety.
- ☐ Determine needs for peer support.
- ☐ Encourage the victim to seek support from a rape crisis center.
- ☐ Store all records related to sexual assault incidents and services provided in a confidential administrative file.
- ☐ Implement recovery procedures.

**Fact:**  
A person is sexually  
assaulted every 2.7  
minutes.

## SUICIDE THREAT OR ATTEMPT

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Writing, talking or even hinting about suicide must be taken seriously. Immediate intervention is essential. An individual's confidentiality is superseded by the need for the congregation's safety.

### Prepare

- ☐ Be aware of actions and behaviors of building occupants (see Behavior Indicators)

### Respond

**In the event a staff member believes a member is a suicide risk or has attempted suicide:**

#### Priorities

- ☐ Call 911

#### Staff

- ☐ Stay with the member until assistance arrives (if it is safe to do so).
- ☐ Ensure short-term physical safety of the member, provide first aid if needed.
- ☐ Listen to what the member is saying and take the threat seriously.
- ☐ Assure the member of your concern.
- ☐ Assure the member you will find help to keep him or her safe.
- ☐ Stay calm and don't visibly react to the member's threats or comments.
- ☐ Do not let the member convince you the crisis is over.
- ☐ Do not take too much on yourself. Your responsibility is limited to listening and providing support until the member can receive appropriate medical care or counseling.

#### Building Administration or Designee

- ☐ Call 911 if the member needs medical attention, has a weapon, or needs to be restrained.
- ☐ Determine a course of action with social worker or other mental health professional.
- ☐ If a minor, contact minor's parent or guardian and make appropriate recommendation.

### Recover

- ☐ Implement recovery procedures.
- ☐ Follow up and monitor to ensure members safety.
- ☐ Document all actions by staff.

# SUSPICIOUS PACKAGE OR MAIL

---

Characteristics of a suspicious package or letter include excessive postage or excessive weight; misspellings of common words; oily stains, discolorations, or odor; no return address or a city or state postmark that does not match the return address; or a package that is not anticipated by someone at the communal space or is not sent by a known vendor. We suggest posting the attached document in mail opening locations.

## Prepare

- ☐ Train staff on what to look for regarding suspicious letters and packages
- ☐ Train staff, volunteers, or members on mail procedures annually
- ☐ Post information on suspicious packages in mail room or mail opening area
- ☐ Notify staff of any prior incidents at your facility or other known facilities so they can be aware

## Respond

### **If you receive a suspicious package or letter by mail or delivery service:**

#### **Staff**

- ☐ Do not handle the letter.
- ☐ Do not open, smell, or taste the package or letter.
- ☐ Notify building administration.
- ☐ Limit access to the area where the suspicious letter or package is located to minimize the number of people who might directly handle it.
- ☐ Preserve evidence for law enforcement.

#### **Building Administration or Designee**

- ☐ Call 911 and notify law enforcement.
- ☐ Document all actions taken by staff.

### **If a letter/package contains a written threat but no suspicious substance:**

#### **Staff**

- ☐ Notify building administration.
- ☐ Limit access to the area where the suspicious letter or package is located to minimize the number of people who might directly handle it.
- ☐ Preserve evidence for law enforcement.

#### **Building Administration or Designee**

- ☐ Call 911.
- ☐ Preserve evidence and turn the letter or package over to law enforcement.
- ☐ Document all actions taken by staff.

**If a letter or package is opened and contains a suspicious substance:**

**Staff**

- ☐ Notify building administration.
- ☐ Limit access to the area in which the letter or package was opened to minimize the number of people who might directly handle it.
- ☐ Isolate the people who have been exposed to the substance to prevent or minimize contamination.
- ☐ Preserve evidence for law enforcement.

**Building Administration or Designee**

- ☐ Call 911.
- ☐ Preserve evidence for law enforcement.
- ☐ Turn the letter or package over to law enforcement.
- ☐ Consult with emergency officials to determine:
  - Need for decontamination of the area and the people exposed to the substance
  - Need for evacuation or shelter-in-place

**Recover**

- ☐ Share lessons learned with staff on the incident and how operations can be improved to intercept suspicious packages.
- ☐ Return to normal operations.

***When sorting mail, staff should always be aware of the characteristics of a suspicious package or letter. When a suspicious package or letter has been identified, these procedures should be implemented immediately.***



Suspicious Package or Mail



## THREAT (PERSONAL OR PROPERTY)

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A threat is the expression of intent to harm one's self, another person or property. A threat can be spoken, written, or symbolic (gesture). A threat can be direct, indirect, veiled or conditional. A threat may be a crime. All threats must be taken seriously and evaluated to address imminent danger and determine a course of action.

### Prepare

- ☐ Establish procedures for how staff should respond to a threat encountered.
- ☐ Develop an action plan.
- ☐ Develop a threat incident reporting form.

### Respond

#### **In the event of IMMEDIATE danger:**

##### **Priorities**

- ☐ Call 911.

##### **Staff**

- ☐ Take immediate action to secure or isolate the individual making the threat.
- ☐ Prevent access to personal property (backpack/purse) that may contain a weapon or other potential weapons.
- ☐ Prevent access to the individual's cell phone
- ☐ Take immediate action to move others from harm's way (in the immediate vicinity of the incident).
- ☐ Notify building administration.

##### **Building Administration or Designee**

- ☐ Initiate lockdown with intruder procedures.

#### **If a threat is identified, but there is NO immediate risk:**

##### **Staff**

- ☐ Complete a threat incident report form.
- ☐ Notify building administration.
- ☐ Maintain confidentiality.

##### **Building Administration or Designee**

- ☐ Convene the appropriate staff to evaluate the threat.
- ☐ Notify law enforcement.
- ☐ Conduct search of your property and personal property, if needed.
- ☐ Interview the individual posing a threat.
- ☐ Obtain permission to exchange information between agencies.

## Recover

- ☐ Complete threat incident report form.
- ☐ Document all actions taken by staff.
- ☐ Document any referrals, actions taken and decisions made.

## WEAPON

---

Members' access to weapons creates significant risk within a communal space. Early intervention may reduce or eliminate escalation of the incident.

### Prepare

- ☐ Develop an action plan and procedures for handling a weapon onsite.
- ☐ Train staff for how to respond to finding a weapon.

### Respond

#### If you are aware of a weapon on the property:

##### Staff

- ☐ Notify building administration immediately and provide the following information:
  - Location, identify and description of the individual
  - Description and location of weapon
  - Whether the individual has threatened him or herself or anyone else
- ☐ Limit information to staff and members on a need to know basis.
- ☐ Stay calm and do not call attention to the weapon.

##### Building Administration or Designee

- ☐ Call 911 to report that an unauthorized weapon is in the facility.
  - Provide location, identify and description of the individual or the weapon.
- ☐ If the weapon is located on an individual, isolate the individual.
- ☐ If the weapon is on the person or in a backpack, prevent access to that area.
- ☐ Determine whether to initiate Lockdown, Evacuation or other procedures.
- ☐ **Do not** approach the individual alone. Consider these factors:
  - Need for assistance from law enforcement
  - Best time and location to approach individual
  - Description, location and accessibility of weapon
  - Safety of persons in the area
  - State of mind of the individual
- ☐ If the individual displays or threatens with the weapon:
  - Do not try to disarm him or her
  - Avoid sudden moves or gestures
  - Use a calm, clear voice
  - Instruct the individual to place the weapon down
  - Use the individual's name while talking to him or her
- ☐ Allow for escape routes. Back away with your hands up.

### Recover

- ☐ Document all actions taken by staff.

## TORNADO/SEVERE WEATHER

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Tornado shelter areas are interior hallways, interior restrooms or rooms away from exterior walls and windows and large rooms with long-span ceilings in permanent structures. Building diagrams should be posted in each room highlighting routes to safe areas. Having your building assessed by a structural engineer is the recommended way to designate safe areas.

**Watches:** Indicate conditions are right for development of a weather hazard. Watches provide advance notice.

**Warnings:** Indicate a hazard is imminent or the probability of occurrence is extremely high.

### Prepare

- ☐ Develop sheltering procedures for your facility.
- ☐ Designate a shelter area of appropriate size to accommodate staff, members, and building occupants that is safe from severe weather.
- ☐ Designate staff members to serve as safety monitors and can assist in evacuation to shelter areas and check rooms.
- ☐ Develop procedures for persons with functional or access needs that may need assistance in moving to shelter areas.
- ☐ Train staff on severe weather sheltering procedures and location of shelter areas on an annual basis.
- ☐ Review “Drop and Tuck” procedures with members.

### Respond

#### **If a tornado or severe thunderstorm WATCH includes your area:**

##### **Building Administration or Designee**

- ☐ Monitor National Weather Service (NOAA) weather radio, all-hazard or emergency alert radio.
- ☐ Activate appropriate members of the emergency response team to be aware of potential weather changes.
- ☐ Notify head custodial staff of potential utility failure.
- ☐ Consider moving all persons inside building/
- ☐ Consider closing windows, if it is safe to do so.

#### **If a tornado or severe thunderstorm WARNING has been issued or a tornado has been spotted near your building:**

##### **Priorities**

- ☐ Move to designated shelter area.
- ☐ Assist those in need in your area.
- ☐ Warn others to seek shelter.

**Building Administration or Designee**

- ☐ Activate appropriate members of the emergency response team of a change in weather status.
- ☐ Initiate Severe Weather Shelter Area procedures.
- ☐ Move members and staff into a permanent building.

**Respond****Staff**

- ☐ Initiate Severe Weather Shelter Area procedures.
- ☐ Close doors and windows to prevent flying debris.
- ☐ Ensure members are in “tuck” positions.
- ☐ Take attendance and report any missing, extra or injured members to building administration.
- ☐ Remain in shelter area until an “all clear” signal is issued.
- ☐ In the event of building damage, evacuate members to safer areas.
- ☐ If evacuation does occur, do not re-enter the building until an “all clear” signal is issued by the incident commander or facility leader.

**Recover**

- ☐ Initiate reunification measures for families or minors if present as time of incident.
- ☐ Initiate cleanup operations as needed.
- ☐ Resume normal operations.
- ☐ Document all actions taken by staff.

**Fact:**  
Illinois averages thirty-six (36)  
tornadoes per year resulting  
in four (4) fatalities.

# FIRE

---

Fire can spread quickly through a facility, trapping and endangering facility occupants. Smoke is just as dangerous as fire. Most fire deaths are caused by smoke inhalation.

The building characteristics may affect the damage that is incurred from fire. These facilities may have varied ceilings with steeples, domes, and vaulted areas. These characteristics are important for 2 reasons: (1) once the fire spreads to these spaces (space between roof and ceiling), it can be difficult to access from the inside and extinguish. In these cases, the fire will burn uncontrolled for an extended period, even after the fire departments are on the scene fighting the fire. Heavier than expected damage and perhaps total loss of the roof may be the result. (2) Fire that has reached these spaces can go undetected for some time. A fire may “rekindle” and is common in oddly shaped, high-angled structures.

## Prepare

- ☐ Plan for members or staff with functional or access needs and make accommodations as needed.
- ☐ Develop a plan for facility evacuation.
- ☐ Designate a meeting area for facility occupants that is a safe distance away from the building.
- ☐ Coordinate with the local fire department to share building floor plans, evacuation procedures, and the location of designated meeting area.
- ☐ Work with local fire department to identify building safety measures that can be made to prevent or mitigate fire damage and to train staff in fire emergencies.
- ☐ Ensure fire and smoke alarms are functional; test regularly or monthly.
- ☐ If a fire suppression system is in place test functionality at regular intervals and ensure regular maintenance is done.

## Respond

- Feel all doors with hand before opening. If the door is hot, do not open it. If the door is cool, open it slowly, keeping behind the door in case you have to quickly close it to protect yourself from smoke or fire.
- Do not use elevators.

### Priorities:

- ☐ Activate any manual fire alarms.
- ☐ Call 911.
- ☐ If the fire is beyond the point of a safe attempt to extinguish it, isolate the fire by closing doors in the area before evacuating.

### Staff

- ☐ Notify building administration – Check assigned locations where members may not hear alarm (such as washrooms, lunchrooms, and sound booths).
- ☐ Implement evacuation plan for any members needing special assistance.

- ☐ Initiate evacuation procedures – Evacuate members and other staff to designate areas.
- ☐ If primary route is blocked or dangerous, use closest, safe exit.
- ☐ If trapped by fire, search for the safest way to get out.
- ☐ Once outside, assemble a safe distance from building and emergency apparatus.
- ☐ Report missing, with last known location.
- ☐ Report any injuries to building administration.
- ☐ Shut doors behind you, if possible.

### **Building Administration**

- ☐ Call 911 and notify emergency responders.
- ☐ Confirm address.
- ☐ Provide exact location of smoke or fire, if known, if unknown provide general location.
- ☐ Ensure fire alarm has sounded.
- ☐ Meet with fire officer.
- ☐ Identify the location of fire.
- ☐ Advise location of injured persons.
- ☐ Provide names of any missing persons – Bring blue prints of facility; point out location of control panel, annunciators, and sprinklers.
- ☐ Notify parents or legal guardians of minors' reunification and release procedures.

## **Recover**

- ☐ Signal "all clear" when safe to re-enter buildings.
- ☐ Perform damage assessment of the facility.
- ☐ Initiate cleanup operations.
- ☐ Resume normal operations.

**Fact:**  
**The 1958 Our Lady of Angels fire changed fire codes and evacuation procedures throughout the United States.**

# FLOODING

---

Flooding may result from severe rain or snow events; as well as a break in plumbing lines.

## Prepare

- ☐ Know the flood level at which your building is protected.
- ☐ Develop evacuation procedures.
- ☐ Designate staff members to serve as safety monitors who can assist in evacuation to shelter areas and check rooms.
- ☐ Develop procedures for persons with functional or access needs that may need assistance in moving to shelter areas.
- ☐ Plan for relocation centers outside of your immediate community.
- ☐ Review evacuation procedures with staff.
- ☐ Relocate important materials to higher levels of facility if possible.

## Respond

### If flooding occurs near or at your building:

#### Priorities

- ☐ Move to higher ground.
- ☐ Do not enter swift water or anything over 1 foot.

#### Building Administration or Designee

- ☐ Determine an alternative relocation center if primary and secondary centers are affected.
- ☐ Notify relocation centers of evacuation.
- ☐ Notify transportation resources.
- ☐ If emergency responders advise evacuation, do so immediately.

#### Staff

- ☐ Initiate evacuation procedures as directed.
- ☐ Take attendance and report any missing, extra or injured members to building administration.

#### Fact:

In April 2015, Cook County provided approximately 114,000 sand bags and 88 tons of sand to entities affected by flooding.

## Recover

- ☐ Initiate reunification measures for families or minors if present at time of incident.
- ☐ Initiate cleanup operations as needed.
- ☐ Resume normal operations.
- ☐ Document all actions taken by staff.



# HAZARDOUS MATERIALS

---

In the event of a natural or propane gas leak or odor – EVACUATE IMMEDIATELY. In all other cases, first responders will take command of the situation and determine the steps to take regarding evacuation, shelter-in-place and ventilation systems (heating, ventilation, and air conditioning [HVAC]).

## Prepare

- ☐ Maintain an inventory of all potentially hazardous material kept onsite.
- ☐ Develop procedures for responding to a hazardous material.
- ☐ Train staff on response procedures and evacuation protocol.

## Respond

### **In the event of a hazardous material incident inside the building:**

#### **Staff**

- ☐ Notify building administration.
- ☐ Report location and type (if known) of the hazardous material.
- ☐ Move staff and members away from the immediate danger zone.
- ☐ Close doors to the affected area only if safe and evacuating the area.
- ☐ Take report missing, extra or injured members.
- ☐ Render first aid as needed.

#### **Building Administration**

- ☐ Call 911 and notify emergency responders.
- ☐ Report location of leak or spill and type of material (if known).
- ☐ Report any members or staff missing or injured.
- ☐ Develop an action plan with emergency responders (such as evacuation, shelter-in-place, and shutdown ventilation system [HVAC]).
- ☐ Move staff and members away from the immediate danger zone.
- ☐ Keep staff and members from entering or congregating in danger zone.

### **In the event of a hazardous material incident outside the building:**

#### **Staff**

- ☐ Notify building administration.
- ☐ Report location and type (if known) of hazardous material.
- ☐ Move congregants away from the immediate vicinity of the danger.
- ☐ If outside, implement shelter-in-place procedures.
- ☐ Avoid turning on and off lights.

#### **Building Administration**

- ☐ Monitor situation.
- ☐ Consult with emergency responders.
- ☐ Identify the need for evacuation.
- ☐ Develop an action plan with emergency responders.

- ☐ Consider implementing shelter-in-place procedures.
- ☐ If there is an airborne release, shutdown ventilation system (HVAC).
- ☐ Provide known hazardous materials to the fire department.

## Recover

- ☐ Initiate cleanup operations.
- ☐ Resume normal operations.
- ☐ Document all actions taken.

## EMERGENCY EVACUATION

---

All facility leadership and staff should know the emergency evacuation routes and procedures to be able to assist other members and guest of the facility. Memorize the exit route closest to your work area. Provide emergency evacuation procedures to all members of the facility.

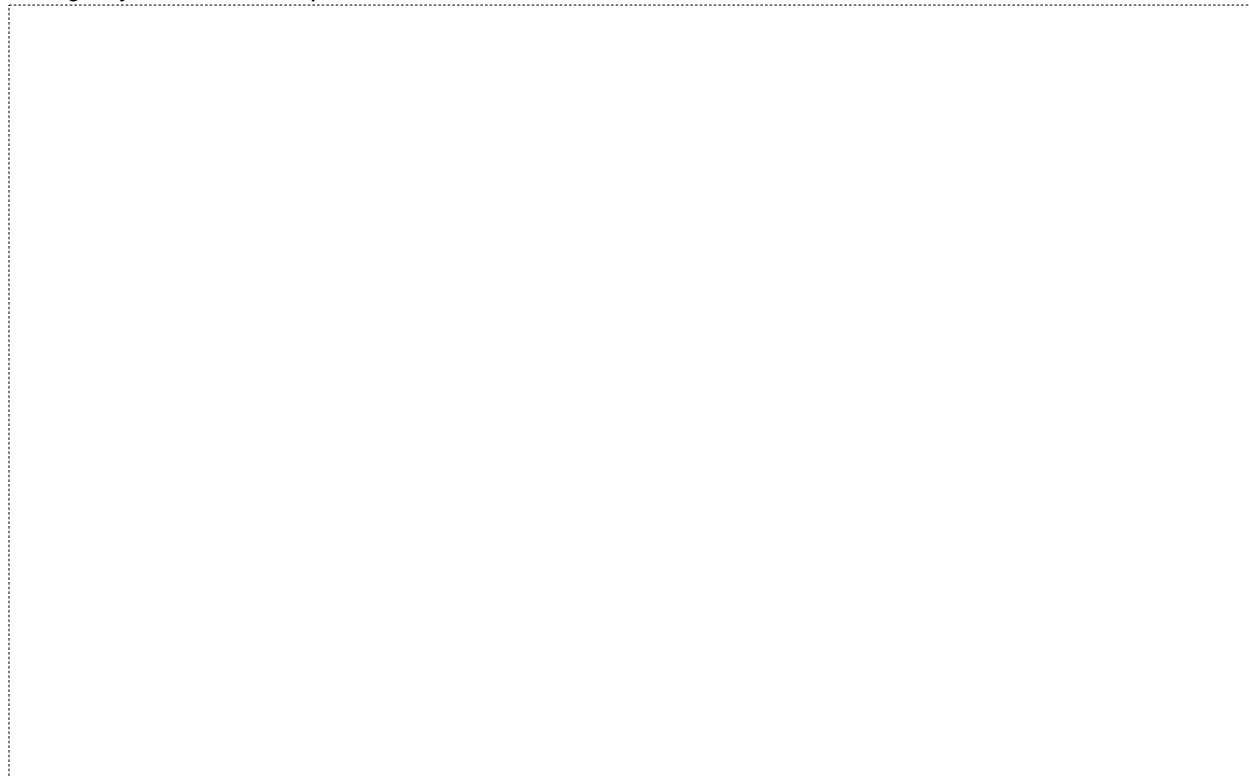
### Evacuation Priorities:

- ☐ Remain calm.
- ☐ Follow the instructions of the facility leadership, incident coordinator, or emergency response team,.
- ☐ If you occupy an enclosed office, close the door as you leave.
- ☐ Be aware of those with functional or access needs who may need assistance.
- ☐ Use stairwells (do not use elevator) for evacuation. Be alert for other staff, members, and emergency personnel who might also be using the stairwells.
- ☐ Do not return for personal items (coat, purses, briefcases) after you have left the area.
- ☐ Do not return to your area until the “all clear” signal is given.

Designated evacuation assembly areas: \_\_\_\_\_

Designated alternate assembly areas: \_\_\_\_\_

### Emergency Evacuation Maps:



*A copy of this appendix in each room in the building – with directions to “evacuate location/shelter-in-place locations.”*

## MEDIA INQUIRY

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All media inquiries must be referred to the facility information officer to ensure consistent messaging is being delivered. The communal space, in coordination with community response agencies, assumes responsibility for issuing public statements during an emergency.

### Prepare

- ☐ Designate an information officer or spokesperson for your facility with the authority to speak on behalf of your organization.
- ☐ Provide training for the designated spokesperson to deliver messages to media outlets.

### Respond

#### Spokesperson or Designee

- ☐ Coordinate with other responding agencies.
- ☐ Provide an area for media to shoot video footage and photographs safely and in accordance with privacy policies and agencies protocols.
- ☐ **Do not** allow media to hinder emergency responders or be put in harm's way.
- ☐ Provide regular updates and press releases and let media know when to expect the next update.
- ☐ **Do not** say "No comment." It is okay to say, "I don't know".
- ☐ Monitor media reports to ensure message accuracy.
- ☐ Provide media with any corrected information.
- ☐ Track rumors and ask the media to dispel inaccurate information.
- ☐ Document all contact with media.

#### Building Administration or Designee

- ☐ Notify all staff of emergency event.
- ☐ Direct all media contacts to spokesperson, or media point of contact.
- ☐ Relay all factual information to spokesperson, or media point of contact.
- ☐ If directed by administration, designate a site spokesperson.
- ☐ Update staff throughout the emergency, review details of the emergency and dispel rumors.
- ☐ Inform points of contact of any media presence at the building.
- ☐ Request onsite assistance with media if necessary.

#### Staff

- ☐ Direct all media inquiries to the following points of contact.

### Recover

- ☐ Document all actions and messages delivered by information officer

## Communication Contacts

List the spokesperson and/or public information officer along with their alternates in case the primary contact is unavailable during a crisis. Consider pre-designating building or site spokespersons.

Spokesperson	Alternate Spokesperson
Name:	Name:
Contact Number:	Contact Number

## TOOL KIT

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The following tools and forms are designed to support planning and operational efforts. They can be tailored to meet the needs of each facility.

- Threat Incident Report Form
- Suspicious Mail or Package Poster
- Sample Lockdown Decision Matrix

<b>Threat Incident Report Form (Locate This by Phone)</b>						
<b>All Threats:</b>						
Date:		Time:		Location:		
Recorded by:						
<b>Means of Threat:</b>						
<b>Phone</b>	<b>Written</b>	<b>Face</b>	<b>Package</b>			
Members Involved:						
Staff Involved:						
Phone Threat						
Phone Number Shown on Caller ID:						
Exact Words of the Threat:						
Questions for the Caller:						
Where is the bomb, chemical or hazard?						
What does it look like?						
What kind of bomb or hazard is it?						
When is it going to explode or be activated?						
What will cause it to explode or be activated?						
Did you place the bomb or hazard?						
If no, who did?						
Why did you place the bomb or hazard?						
What is your name?						
Where are you calling from?						
What is your address?						
Callers Voice (Circle all that apply)						
<b>Calm</b>	<b>Stutter</b>	<b>Giggling</b>	<b>Laughter</b>	<b>Stressed</b>	<b>Disguised</b>	<b>Slow</b>
<b>Distinct</b>	<b>Deep</b>	<b>Nasal</b>	<b>Lisp</b>	<b>Sincere</b>	<b>Crying</b>	<b>Loud</b>
<b>Soft</b>	<b>Angry</b>	<b>Squeaky</b>	<b>Raspy</b>	<b>Slurred</b>	<b>Drunken</b>	<b>Broken</b>
<b>Rapid</b>	<b>Excited</b>	<b>Normal</b>	<b>Young</b>	<b>Middle-Aged</b>	<b>Old</b>	<b>Incoherent</b>
Accent:						
Is the voice familiar? Who?						
Background Noises (Circle all that apply)						
<b>Voices</b>	<b>Airplanes</b>	<b>Street Noises</b>	<b>Vehicles</b>	<b>Music</b>		
<b>Clear</b>	<b>Static</b>	<b>Horns</b>	<b>Bells</b>	<b>Motor</b>		
<b>PA System</b>	<b>Trains</b>	<b>Factory</b>	<b>House Noises</b>	<b>Party</b>		
<b>Quiet</b>	<b>Phone Booth</b>					
Animals:						
Other:						

# How to spot a Suspicious Package

▪ Stop. Don't handle.

▪ Isolate it immediately.

▪ Don't open, smell, or taste.

▪ Activate your emergency plan. Notify a supervisor.





## ***Sample Lockdown Decision Matrix (Simplified)***

