



Church Safety Team
Protecting the Sheep

**1: Active Killer Preparedness
Congregation Response Part 2**
Prepared by Bob Soule



WARNING: This training series examines the topic of church attacks and preparedness. Graphic Violence from actual incidents is depicted and discussed for informational and educational purposes in some of these presentations. Children should not view this presentation except when allowed by their parent and/or guardian.




Protecting the Sheep, Preparedness

Church Safety Team
Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2

In this presentation you will learn:

- The Power of Hello.
- The Run, Hide, Fight Strategy.
- About What to Do When the Police Arrive.




Slide 1.2-2

Church Safety Team
Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2

The Power of Hello
Used effectively, the right words can be a powerful tool. Simply saying "Hello" can prompt a casual conversation with unknown individuals and help you to determine why they are visiting you HoW and whether they present a threat.

The **OHNO** approach – **O**bserve, **I**nitiate a **H**ello, **N**avigate the Risk, and **O**btain Help – assists members observe and evaluate suspicious activity and obtain help when necessary.

1. **Observe:**
 - a. Identify suspicious behavior.
2. **Initiate a Hello:**
 - a. Engage with the individuals you observe in your space.
 - b. Acknowledging a potential threat can act as a deterrent and mitigate risk.
3. **Navigate the Risk:**
 - a. Ask yourself if the behavior you observe is threatening or suspicious.
 - b. Is the person acting in a way that suggests they have legitimate reason to be there;
 - i. Or in a manner that would arouse suspicion in a reasonable person.



Slide 1.2-3


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Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2

The Power of Hello Continued

4. Obtain Help:

- a. If you believe the person presents a real threat,
 - i. Do not intervene.
 - ii. Obtain help from Safety team members.
 - iii. Report your concerns to the Safety Team members, ushers, elders, or pastor.

All members have the power to initiate conversations and to recognize and report suspicious behavior. Sometimes all it takes is a simple "Hello."

 Side 1.2-4


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Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2

Practicing the Power of Hello

Smile, make eye contact, and introduce yourself before asking any of the following:

- "Hello, how are you?"
- "May I help you with anything today?"
- "How can I assist you?"
- "Welcome, is this your first time here?"
- "Are you looking for something or someone in particular?"
- "Let me take you to the person or place you are looking for."
- "I will be here in case you need help."

Refer to your 1.2 Notes Package for this resource and other helps on the section webpage.



Side 1.2-5

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Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2


Run, Hide, Fight Introduction

Early detection sometimes is not enough. You should know how to respond in the event of an attack. Active Killer events are unpredictable and evolve quickly.


Members must be prepared both mentally and physically to respond to such an event.

1. **RUN** – Get out of the Danger Area as soon as possible. If you are unable to, then....
2. **HIDE** – Find a place to hide where the Killer can't see you or can't get to you. If that is not possible, then....
3. **FIGHT** – Do what you can do to restrain or incapacitate the Killer.


RUN



HIDE



FIGHT




Side 1.2-6

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Active Killer Preparedness Congregation Response Part 2

Run

- The best survival action.
- Get out of the area as quickly as possible.
- Have an escape route in mind. This means you should think about what you would do, before you are in a real event.
- Be aware of your surroundings.
 - ✓ Know where the exits are in the building.
- Leave your belongings.
 - ✓ Except maybe your phone.
- Help others if possible.
 - ✓ Are there members who have mobility problems or special needs?
 - ✓ Have they been assigned to another member who will stay with them and get them out?
- Prevent others from entering the danger zone.
 - ✓ Find a safe place to wait for help to arrive.
 - ✓ Make sure others unaware of the situation do not wander into the danger zone.

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Active Killer Preparedness Congregation Response Part 2

Run (Continued)

- Call 911 once you are safe. Be prepared to provide the Emergency Center operator:
 - ✓ Location and number of assailants.
 - ✓ Physical descriptions of the assailants.
 - ✓ What type of weapons and number.
 - ✓ Number of potential victims.
 - ✓ If you're in a situation where you cannot talk, leave the line open so that the Emergency Center operator can hear what's going on.

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Slide 1.2-8

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Active Killer Preparedness Congregation Response Part 2

Hide

- The next best survival action.
 - ✓ If you can't get away from the danger zone.
- Out of the Killer's view.
 - ✓ The active Killer kills anyone they can find.
 - ✓ Seek out a place to hide where the Killer can't see you and preferably can't get to you.
 - ✓ Know the difference between concealment and cover.
- Behind a locked door.
 - ✓ Such as a locked office, classroom or bathroom.
 - ✓ Find such a room and lock yourself in.
 - ✓ Don't open the door until you are 100% sure the incident is over and police are on the scene.
- Blockade the door.
 - ✓ Move heavy furniture against the door.
 - ✓ Stack chairs, books, anything that would tumble or fall on the assailant should they try to enter.

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Slide 1.2-9

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Active Killer Preparedness Congregation Response Part 2

Hide (Continued)

- Turn off lights and all sources of noise.
 - ✓ Turn off lights, computers.
 - ✓ Turn off cellphones. Even in silent mode they still light and emit noise.
 - ✓ Stay away from the windows.
- Keep quiet and still.
- Call 911 if you can.
 - ✓ You may not be able to talk because you must stay quiet, just leave the line open.

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Active Killer Preparedness Congregation Response Part 2

Hide Continued

The Difference between Concealment versus Cover


Concealment:

- Refers to something that acts as a hiding place, when the term "run, hide, fight" is said, the hiding portion is referring to finding concealment.
 - When in a dangerous situation concealing oneself to attempt to evade a hostile attacker who is intent on doing you harm is a good idea, but it is something that should be done prior to the hostile individual identifying you as a target.
 - The intent of finding concealment is for your attacker to be unaware of your location, since if the attacker is aware of your location, they can simply shoot through whatever you are using to conceal yourself.

Cover:

- Cover is something that provides physical shelter or protection that is sought by people in danger.
 - Hiding under a bed may very well provide you with concealment but the mattress can easily be penetrated by rifle fire.
 - Cover provides some extent of ballistic protection when you are on the receiving end of hostile fire.

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Slide 1.2-11

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Active Killer Preparedness Congregation Response Part 2

Hide (Continued)

Examples of Concealment

Examples of Objects that Offer Concealment
No Protection



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Slide 1.2-12

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Hide (Continued)

Examples of Cover

Examples of Objects that Offer Cover
Protection and Hiding



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Slide 1.2-13

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Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2


Fight

If you cannot run and you cannot hide, the only chance to survive will be to fight. This is a last resort. Between 2014 to 2017; 28% of the active Killer incidents were ended by unarmed citizens who confronted or restrained the shooter.

It is recommended that you:

- Act aggressively toward the shooter.
 - Act as if your life depends on it—because it does.
- Use anything you can find as a weapon.
 - A fire extinguisher, candle holder, solid metal cross—any of these things could be used as a weapon.
- Yell and throw things.
 - Anything that catches the shooter off guard, may allow you or someone else to grab the assailant.
 - If the Killer is pelted with objects from several different directions, it can disorient just long enough for someone to tackle them.

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Slide 1.2-14

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Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2


Fight Continued

It is recommended that you:

- Work with others if possible.
 - If you're hiding with others, begin to plan how a distraction can be used to distract while assaulting the Killer.
- You must be committed to winning the fight and physically disabling the attacker.
 - You must act with as much aggression and violence as you can muster.
 - Do what ever it takes to win the fight. You cannot lose!

In God's word we are reminded: "And if one can overpower him who is alone, two can resist him. A cord of three strands is not quickly torn apart." – Ecclesiastes 4:12

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Slide 1.2-15

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Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2

When Police Arrive

When police arrive initially, their concern will be to stop the attack if members have not done so. Most departments have a policy of a minimum number of officers to assemble before making entry into the building. They are trained to walk past the wounded, and will not respond to questions. Police may ask members where the Killer is and this is one way to assist them. If you do not know, tell them also. If there is no active shooting by the Killer, the officers will begin to conduct a methodical search to clear the building and locate the Killer.



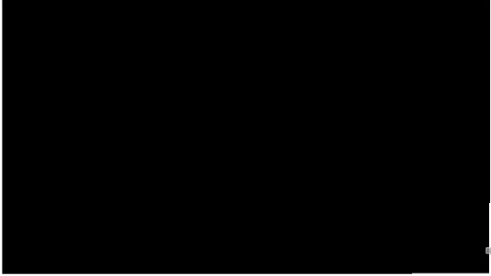
You should:

1. Keep your hands visible with fingers spread wide apart. If you are armed and have the firearm unholstered to protect others, try to have it re-holstered prior to arrival.
2. Avoid sudden movements or yelling.
3. Don't ask questions or grab onto officers for safety.
4. Exit in the direction officers are entering.
5. Leave the building and wait in a safe place or follow officer's directions.

Side 1.2-16

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Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2

Options for Consideration Video



Side 1.2-17

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Active Killer Preparedness Congregation Response Part 2

In this presentation you learned:

- The Power of Hello.
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- About What to Do When the Police Arrive.

Side 1.2-18

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Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2

Conclusion


The next training series presentation will be:

1: Active Killer Preparedness Congregation Response Part 3 – Introduction

Should you have any questions, you may contact me at:

Email: laptop1@rsoule.us

Bob Soule



1.2-19

Church Safety Team
Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2

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⁵ **Mitigating Attacks on Houses of Worship Security Guide**. (2021). Department of Homeland Security. <https://www.cisa.gov/resources-tools/resources/mitigating-attacks-houses-worship-security-guide>

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Slide 1.2-20

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Protecting the Sheep
Active Killer Preparedness Congregation Response Part 2

Sources and Further Reading Continued:


¹⁴ Rensberg, C. (2009, April 22). **Is The 21-Foot Rule Still Valid When Dealing With An Edged Weapon? (Part 1)**. Force Science. <https://www.force-science.com/2009/04/is-the-21-foot-rule-still-valid-when-dealing-with-an-edged-weapon-part-1/>

¹⁵ Rensberg, C. (2005, April 29). **Is The 21-Foot Rule Still Valid When Dealing with an Edged Weapon? (Part 2)**. <https://www.force-science.com/2005/04/is-the-21-foot-rule-still-valid-when-dealing-with-an-edged-weapon-part-2/>

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Slide 1.2-21



DEFEND TODAY,
SECURE TOMORROW

THE POWER OF HELLO GUIDE FOR HOUSES OF WORSHIP

PROMOTING STAFF VIGILANCE THROUGH THE POWER OF HELLO

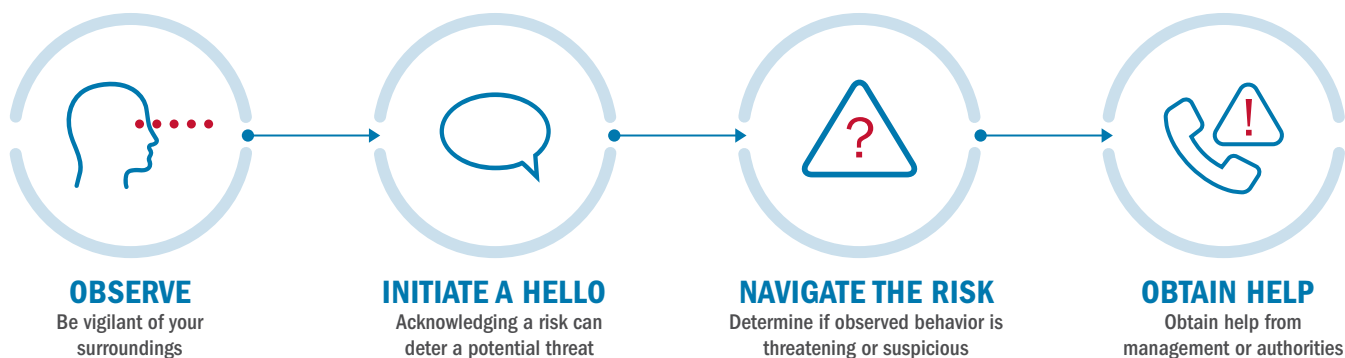
Freedom of religion and the right to peaceably assemble are guaranteed by the U.S. Constitution and recognized as fundamental parts of American society. Maintaining their integrity is vital to sustaining the American way of life.

As demonstrated by tragic events across the country, terrorists and other violent extremist actors continue to attempt to disrupt the American democracy, instill fear, and/or cause harm. These adversaries sometimes identify houses of worship as targets of opportunity given their relative ease of access. Keeping these facilities secure while sustaining the open and welcoming environment necessary for peaceful congregation requires a holistic approach to security.

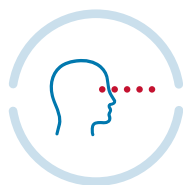
All houses of worship support personnel can contribute greatly to enhancing security by understanding how to identify behavioral indicators and taking precautionary actions to safely mitigate the impacts of a potential attack.

Used effectively, the right words can be a **powerful tool**.

Simply saying “Hello” can prompt a casual conversation with a new person, providing an opportunity to observe and establish a connection. The OHNO approach—Observe, Initiate a Hello, Navigate the Risk, and Obtain Help—enables staff to observe and evaluate suspicious behaviors, empowering them to lower risk and obtain help when necessary.



The OHNO approach describes activities and behaviors that may be suspicious or indicative of criminal activity. These activities may be constitutionally protected and should be reported only when there are articulable facts to support a rational conclusion that the behavior is suspicious. Do not report based solely on protected activities, race, religion, gender, sexual orientation, or a combination of only such factors.

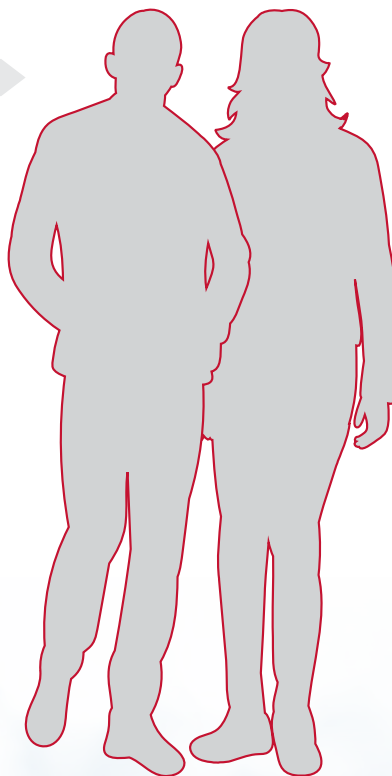


OBSERVE

To improve overall security and detect potential threats, staff should be aware of their surroundings, and consciously observe and assess others. While the considerations below are not necessarily indications of malicious intent, within appropriate contexts, they can help identify suspicious behavior.

Behavior

- Is the person appearing to study security measures in the house of worship? Do they seem to be trying to avoid a camera?
- Has the person left their car idling without apparent reason?
- Is the person seeming to linger a long time in their vehicle?
- Is this person trying to go unnoticed?
- Is this person asking about other members or leadership?
- Is this person demanding to speak with clergy or house of worship leadership?
- Is this person repeatedly walking in and out of the service or sanctuary?
- Is this person attempting to get an usher or someone else to leave the sanctuary with them?
- Is this person behaving as a 'lookout,' nervously glancing out of doors and windows?
- Is this person standing alone or facing the congregation when others are seated?



Context

- Is this person loitering (and not entering the house of worship) without reasonable explanation?
- Is this person alone or part of a group?
- Is this person familiar with the house of worship? Do they seem to know where they are going?
- Is this person familiar to me or anyone in the community?
- Is this an appropriate time for a new guest to be at the house of worship? (Is the congregation meeting for a private vs. public event?)
- Is this event advertised?
- Is the person asking questions about house of worship functions, event schedules, or attendance?
- Does the person who has entered seem unfamiliar to all other congregants?
- Is the person behaving in some way that is very inconsistent with the norms of the site?

Attire

- Is this person wearing unusually inappropriate clothing for the house of worship environment?
- Is this person wearing military style gear such as tactical gear?
- Is this person appearing to conceal something under their clothing?
- Is this person carrying anything that may seem unusual for the surroundings?

SECURITY TIPS

Encourage each staff member to be observant about people and situations in the parking lot, in areas adjacent to the house of worship, and in rooms and hallways inside, both before, during, and after services and activities. For instance: Are there unaccompanied bags? Are other doors locked that should be open? Are doors propped open that should be closed?

Unless there is a legitimate reason for people to remain in halls, rooms and offices, or to stand outside, courteously remind them that the service has started. If there is a reason for concern, courteously remind the person that the service has begun. If there is still a clear security concern, stay present until the individual either enters the service or leaves.

Approaching a person viewed as suspicious has potential risks. In some situations it may be more advisable to report the activity to those with the authority and training to intervene.



INITIATE A HELLO

As staff welcome visitors, a kind greeting with eye contact can make the difference in how a visitor reacts, even if they are angry or upset. This interaction is the essence of the Power of Hello.

Practice the Power of Hello by doing or saying the following:

Tip: These are important questions, and active listening is key.

Hello, how are you?

Welcome. Is this your first time here?

How can I assist you today?

Are you looking for someone in particular?

Is there any way we can make today more meaningful for you?

SECURITY TIPS

If an unknown visitor arrives, be polite, engage in conversation, and steer them to a clearly visible seat.

Without documentation, it is very difficult to prove an incident occurred. Ensure that staff document every encounter they have with suspicious person(s). This information could be used in law enforcement actions or judicial proceedings.



NAVIGATE THE RISK

Observe, consider the context, and mentally assess the situation.

Navigate the risk by asking yourself the following questions:

Is everything normal?

Is there something worrying about this situation?

Do they seem to need assistance?

Is there a potential for danger?

The Power of Hello relies, in part, on an individual's ability to detect behavior that would arouse reasonable suspicion of terrorism or other criminal activity. The following indicators warrant prompt reporting.

SUSPICIOUS ACTIVITY INDICATORS

- Expressed or implied threats to commit acts of violence or destruction
- Abusive language that a reasonable person might find threatening
- Statements or behaviors indicative of suicidal or homicidal ideations
- Inappropriate statements about harming others
- Exaggerated or violent gestures (e.g., clenching fists or jaws) that could be interpreted by a reasonable person as threatening or intimidating

CHARACTERISTICS OF AN ARMED INTRUDER

- Movement like touching a presumptive firearm secured at hips or waist
- Unusual body movements (positioning oneself or moving in a manner to shield a weapon from view)
- Bulges in clothing indicative of a weapon

If staff encounters any individual displaying these tendencies or someone who appears to be armed, they should obtain help, contact law enforcement and notify house of worship leadership immediately.

SECURITY TIPS

Encourage all visitors to sign a guest book to include their name and contact information.



OBTAIN HELP

Be aware, alert, and ready to summon help. Leverage relationships with local law enforcement for non-emergency notifications. If staff feel threatened, they should calmly walk away and lock the doors, note a physical description of the individual; and call 9-1-1.

When reporting to authorities, consider the five “W’s”:



WHO is doing something suspicious?
What do they look like? What are they wearing?



WHAT are they doing that arouses suspicion?



WHEN did they act suspiciously?



WHERE did the suspicious activity take place? Where is the person now?



WHY is the person acting suspiciously? Could they be under the influence of alcohol or drugs?

SECURITY TIPS

Invite local police to tour the facility so that they are familiar with the layout of the facility and associated buildings. Provide law enforcement with floor plans and access to locked and secured areas.

Know how to lock the doors quickly and be ready to do so the moment trouble develops. The goal is to prevent outside danger from coming inside to harm the congregation.

Consider locking unused offices and rooms. If staff can walk into a room or office, someone who wants to commit a crime can do so as well.



Incident Response Best Practices

Houses of worship should develop plans and procedures for responding to emergencies. Part of incident planning means developing an easy way for all to report suspicious activity. This includes non-threatening suspicious activity or persons.

Notification Chain Considerations



What should the first greeter who becomes aware of a problem do?



Who will help the greeter, and who will inform/warn the clergy, leadership, congregation?



Who will summon law enforcement?



Who will lock the doors to keep an assailant out, if that is even possible?



Who will guide congregants to safety? How will they do it?

INCIDENT RESPONSE PLAN CONSIDERATIONS

Crisis situations are uncomfortable to talk about—a communication plan can reduce the chaos of an emergency.

- Create a planning team whose key function is to plan for potential crises.
- Develop the plan in partnership with other community groups, including law enforcement, fire department, and emergency medical services.
- Create visuals to display prominently in the building so that members routinely see points of egress and exit, lock-down procedures, and shelter-in-place locations.
- Rehearse emergency plans on a regular basis so that everyone knows what to do in the event of the real thing.
- Shelter-in-place requires everyone immediately find a room with no or few windows and take refuge. All windows, exterior doors, and other openings should be closed and locked.

Consult local law enforcement or the local Cybersecurity and Infrastructure Security Agency (CISA) Protective Security Advisor if help is required to develop an emergency action plan.¹

Active Shooter Response Best Practices

Houses of worship staff should be well informed of emergency action plans in place to assist congregants during an active shooter incident.

RUN



Encourage congregants to evacuate and leave belongings behind. Call 9-1-1 when it's safe to do so. Follow police instructions.

HIDE



If congregants are unable to get away safely, encourage them to hide, get out of the assailant's view, and stay quiet. Silence all electronic devices. Lock and block doors, close blinds, and turn off the lights. Encourage congregants to spread out or hide separately, and stay in place.

FIGHT



As last resort, congregants will need to be prepared to defend themselves. Commit aggressive actions for ambushing the assailant together with others, using makeshift weapons such as chairs, fire extinguishers, scissors, and books which may distract and disarm the assailant.

¹ [cisa.gov/protective-security-advisors](https://www.cisa.gov/protective-security-advisors) or email central@cisa.dhs.gov

Resources

Faith Based Organizations - Houses of Worship (FBO-HoW)

cisa.gov/faith-based-organizations-houses-worship

Provides resources that inform FBO-HOW security-based decisions. Includes an FBO-HOW Security Self-Assessment.

Employee Vigilance – Power of Hello

cisa.gov/employee-vigilance-power-hello

Provides resources regarding the Power of Hello approach to help employees and patrons observe and evaluate suspicious behavior and report when necessary.

CISA Active Shooter Preparedness Resources

cisa.gov/active-shooter-preparedness

Provides a variety of resources, including information on classroom training, workshops throughout the U.S., and online training available through FEMA.

Federal Bureau of Investigation (FBI) Active Shooter Preparedness Resources

fbi.gov/survive

Provides operational, behaviorally-based threat assessment and threat management services to help detect and prevent acts of targeted violence, helping academic, mental health, business, community, law enforcement, and government entities recognize and disrupt potential active shooters who may be on a trajectory toward violence.

Emergency Action Planning Guide

cisa.gov/publication/active-shooter-emergency-action-plan-guide

Provides a comprehensive video on active shooter preparedness, response, and recovery.

Federal Emergency Management Agency's Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship

hsdl.org/?abstract&did=739220

Provides guidance on developing high-quality emergency operations plans for Houses of Worship.

Department of Homeland Security's If You See Something, Say Something®

dhs.gov/see-something-say-something

Provides additional information on how to recognize and report the indicators of terrorism-related suspicious activity.



Employee Vigilance through the Power of Hello

Alert employees can spot suspicious activity and report it



Used effectively, the right words can be a powerful tool. Simply saying “Hello” can prompt a casual conversation with unknown individuals and help you determine why they are there. **The OHNO approach – Observe, Initiate a Hello, Navigate the Risk, and Obtain Help** – helps employees observe and evaluate suspicious behaviors, empowers them to mitigate potential risk, and obtain help when necessary.

The **OHNO** approach to risk prevention relies on reasonable persons to make these observations to properly detect and report terrorism/criminal-related suspicious behavior.



For additional Power of Hello resources please visit cisa.gov/employee-vigilance-power-hello.

DHS’ “If You See Something, Say Something®” campaign provides additional information on how to recognize and report the indicators of terrorism-related suspicious activity.

1 OBSERVE



Stay vigilant of your surroundings.

Alert employees can identify suspicious behavior, such as:

- Placing an object or package and abandoning it or leaving the area.
- A prolonged interest in or taking pictures/videos of personnel, facilities, security features, or infrastructure in an unusual or covert manner.
- Unauthorized people trying to enter a restricted area or impersonating authorized personnel.
- Loitering at a location without a reasonable explanation.
- Avoiding security personnel or systems.
- Expressed or implied threats of violence.

2 INITIATE A HELLO



Acknowledging a risk can deter a potential threat.

Use the Power of Hello to engage with individuals in your space by doing or saying the following (tip: active listening is key.):

- Smile, make eye contact, and introduce yourself.
- “Hello, how are you?”
- “How can I assist you?”
- “Are you looking for something or someone in particular?”
- “I will be here in case you need help.”
- Approaching a person viewed as suspicious has potential risks. In some situations it may be more advisable to report the activity to those with the authority and training to intervene.

3 NAVIGATE THE RISK



Navigate the risk by asking yourself if the behavior you observed is threatening or suspicious.

When observing activity or behavior that would arouse reasonable suspicion of terrorism or other criminal activity, employees should consider these questions:

- Do they appear to be legitimately patronizing the business or service?
- Is their clothing consistent with the weather or for the gathering of the day?
- Are they avoiding security?
- Are they asking questions about business functions or employee information? (e.g., “Who is closing?” or “How many people work here?”, etc.)
- Causing you to feel threatened? (If you feel threatened, calmly walk away and call 9-1-1.)

4 OBTAIN HELP



After navigating the risk, obtain help from management or authorities.

Using OHNO, provide the best information to first responders and security personnel.

- Call 9-1-1 for emergencies or if you feel in danger.
- To organize your thoughts to management or the police ask yourself 5W's:
 - What is happening?
 - Who is doing it?
 - Where is it taking place?
 - When did you observe it?
 - Why are they here?
- You may submit suspicious activity reports to your local law enforcement or call the non-emergency number.

The OHNO approach describes activities and behaviors that may be suspicious or indicative of criminal activity. These activities may be constitutionally protected and should be reported only when there are articulable facts to support a rational conclusion that the behavior is suspicious. Do not report based solely on protected activities, race, religion, gender, sexual orientation, or a combination of only such factors.

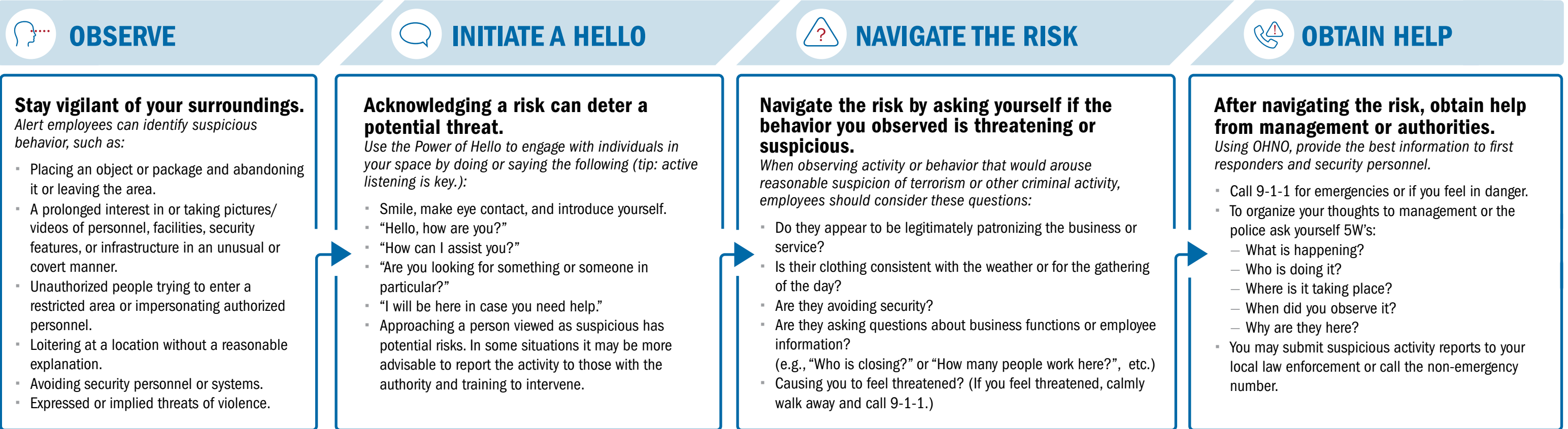
Employee Vigilance through the Power of Hello

Alert employees can spot suspicious activity and report it



Used effectively, the right words can be a powerful tool. Simply saying “Hello” can prompt a casual conversation with unknown individuals and help you determine why they are there. **The OHNO approach – Observe, Initiate a Hello, Navigate the Risk, and Obtain Help** – helps employees observe and evaluate suspicious behaviors, empowers them to mitigate potential risk, and obtain help when necessary.

The **OHNO** approach to risk prevention relies on reasonable persons to make these observations to properly detect and report terrorism/criminal-related suspicious behavior.



For additional Power of Hello resources please visit cisa.gov/employee-vigilance-power-hello.

DHS’ “If You See Something, Say Something®” campaign provides additional information on how to recognize and report the indicators of terrorism-related suspicious activity.

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