Safety & Threat Assessment

Harrisburg Baptist Church

A threat and safety assessment was conducted in two parts to determine vulnerabilities at Harrisburg Baptist Church. Part 1 consisted of an assessment of reasonable and probable threats that could be experienced. Further analysis will be required to determine if threats are deemed worthy of further actions. The second part of the assessment consisted of a walk-through inspection of the Church and grounds as well as a discussion of current Church safety and security procedures. Part 3 consists of conclusions and recommendations.

Part 1: Potential Threats that could affect Harrisburg.

1. Tornado

A. Mitigation

 1. Identify Structural safe zones in building

 2. Define monitoring and evacuation criteria

 3. Educate leadership and membership

 4. Cover windows with shatter resisting membrane

B. Action

 1. In the event of severe weather, one staff member monitors weather & alerts

 2. If criteria are met, evacuate membership to safe zones. Release parents of children in nursery first to speed up evacuation of the nursery. (Is nursery reinforced construction?)

 3. Monitor situation until all is clear.

C. Response

 1. Activate EMS

2. Evacuate membership from hazardous areas

 3. Initiate first aid.

 a. Immediate aid

 b. Mobilize medical personnel

 c. Set up casualty collection area

 d. Initiate triage

 4. Clear debris to open vehicle access for emergency vehicles

 5. Turn off gas lines if able

 6. Initiate search in select areas. Leave dangerous areas for trained emergency response personnel.

 7. Clear non-essential persons from hazardous areas and to reduce congestion

2. Aircraft Crash

 A. Mitigation

 1. Educate membership and leaders on evacuation procedures

 B. Response

 1. Activate EMS

2. Identify point of impact and extent of damage

 3. Evacuate membership away from damaged area

 4. Initiate first aid.

 a. Immediate aid

 b. Mobilize medical personnel

 c. Set up casualty collection area

 d. Initiate triage

5. Identify / estimate number of persons in damaged area to provide information to emergency personnel

6. Turn off gas if possible

7. Clear debris to open vehicle access for emergency vehicles

 8. Initiate search in select areas. Leave dangerous areas for trained emergency response personnel.

 9. Clear non-essential persons from immediate areas to reduce congestion

3. Structural Fire

A. Mitigation

 1. Maintain fire detection and suppression systems

 2. Conduct Risk reduction inspections

 3. Educate membership and leaders on evacuation procedures

 4. Conspicuously post evacuation procedures & routes

 B. Response

 1. Activate EMS

 2. Evacuate Membership from building beginning with members with children in nursery

 3. Identify / estimate number of persons unaccounted for to provide information to emergency personnel

4. Turn off gas if possible

5. Insure clear vehicle access for emergency vehicles

 6. Initiate first aid.

 a. Immediate aid

 b. Mobilize medical personnel

 c. Set up casualty collection area

 d. Initiate triage

7. Maintain non-essential persons from hazardous areas to reduce congestion

4. Gas Leak

 A. Mitigation

 1. Maintain systems and conduct periodic inspections

 2. Educate membership and leaders on evacuation procedures

 3. Conspicuously post evacuation procedures & routes

B. Response

 1. Activate EMS

2. Upon detection evacuate membership upwind of building

 3. Turn off gas if possible

 4. Prevent ignition sources (based on severity)

 5. Conduct search of building if possible

 6. Maintain non-essential persons from hazardous areas to reduce congestion

7. Initiate first aid.

 a. Immediate aid

 b. Mobilize medical personnel

 c. Set up casualty collection area

5. Bomb Threat

 A. Mitigation

 1. Educate key personnel on actions upon receipt of telephonic threat

 2. Educate membership and leaders on evacuation procedures

 B. Response

1. Activate EMS

 2. Evacuate Membership from building beginning with members with children in nursery

 3. Conduct immediate search of evacuation route and parking areas for suspicious boxes or packages

4. Identify / estimate number of persons unaccounted for to provide information to emergency personnel

5. Insure clear vehicle access for emergency vehicles

6 . Package Bomb

 A. Mitigation

 1. Keep building clean of unnecessary boxes

 2. Keep non-essential areas (closets, storage rooms, etc) locked

 3. Maintain continuous surveillance of building and parking areas (security walkers)

 B. Response

1. If a suspicious package or actual device is identified, activate EMS

 2. Evacuate Membership from building beginning with members with children in nursery in direction away from suspected vehicle

No detonation:

 3. Identify / estimate number of persons unaccounted for to provide information to emergency personnel

 4. Insure clear vehicle access for emergency vehicles

With detonation:

 5. Activate EMS

6. Identify point of impact and extent of damage

 7. Evacuate membership away from damaged area

 8. Initiate first aid.

 a. Immediate aid

 b. Mobilize medical personnel

 c. Set up casualty collection area

 d. Initiate triage

9. Identify / estimate number of persons in damaged area to provide information to emergency personnel

10. Turn off gas if possible

11. Clear debris to open vehicle access for emergency vehicles

 12. Initiate search in select areas. Leave dangerous areas for trained emergency response personnel.

 13. Clear non-essential persons from hazardous areas and reduce congestion

7. Vehicle Born Improvised Explosive Device (VBIED)

 A. Mitigation

 1. Maintain continuous surveillance (security walkers)

 2. Discourage parking vehicles at entry / exit points

 B. Response

1. If a suspicious or actual vehicle is identified, call 911 & alert staff

 2. Evacuate Membership from building beginning with members with children in nursery in direction away from suspected vehicle

 3. Identify / estimate number of persons unaccounted for to provide information to emergency personnel

 4. Insure clear vehicle access for emergency vehicles

8. Unarmed Belligerent

 A. Mitigation

 1. Monitor for suspicious activities

 2. Establish response criteria

 3. Create response element (ushers/deacons/security) and response protocols

 B. Response

 1. De-escalate situation

 2. Remove belligerent

 3. Request law enforcement support if necessary

 4. Posture for physical response

 5. If necessary, subdue belligerent with overwhelming mass

 6. Anticipate use of weapon

9. Armed Belligerent

 A. Mitigation

 1. Train staff & leadership on reaction procedures

 2. Monitor / screen for suspicious activities or behavior

 3. Establish response criteria and procedures (lock down)

 4. Create response element (ushers/deacons/security) and response protocols

 B. Response

 1. Call Police (911)

 2. Attempt to de-escalate situation

 3. Evacuate as many people as possible

 4. Neutralize belligerent

 5. Scan / monitor for accomplices

 6. Segregate witnesses

 7. Protect evidence / scene

 8. Perform first aid if needed

10. Active Shooter

 A. Mitigation

 1. Train staff & leadership on reaction procedures

 2. Monitor / screen for suspicious activities or behavior

 3. Identify secure lock down areas

 4. Establish response criteria and procedures (lock down)

 5. Establish method for visually identifying internal security

 B. Response

 1. Call Police (911)

 2. Evacuate away from shooter (use caution for accomplices) breaking line of sight

 3. If evacuation is not possible, lock down and hide. Barricade behind solid doors and out of sight through windows. Await law enforcement.

 4. If unable to evacuate or hide, attack the shooter.

 5. Attempt to grab individual, force weapon muzzle down.

 6. Attempt to overwhelm the shooter with mass.

 7. If able, neutralize shooter immediately

 8. Initiate first aid.

 a. Immediate aid

 b. Mobilize medical personnel

 c. Set up casualty collection area

 d. Initiate triage

 9. Activate EMS

 10. Search for victims by select individuals

 11. Monitor for additional shooters

 12. Continue evacuation of membership

 13. Insure open access for emergency vehicles

 14. Identify & segregate witnesses

11. Non-Custodial Parent

 A. Mitigation

 1. Establish protocols for releasing children (permission slips, etc)

 2. Establish procedure for identifying children with potential issue with non-custodial parent, such as color coded name tags. Notification from custodial parent should be in writing.

 3. Insure workers are adequately trained on protocols

 4. Have prepared statement to give unauthorized person

 5. Install digital video in childcare area

 B. Response

 1. Identify person attempting to pick up child prior to child being brought to door

 2. If an unauthorized person attempts to take a child, keep child separated

 3. Confront person attempting to take child

 4. Call 911 & Staff (panic button / PA code word?)

 5. Execute lock down if required

 6. Identify witnesses & collect video

 7. Notify custodial parent

12. Child Predator

 A. Mitigation

 1. Establish vetting protocols for childcare workers

 2. Establish procedure for identifying persons authorized to pick up children.

 3. Insure workers are adequately trained on protocols

 4. Educate workers to monitor for suspicious activity

 5. Install digital video in childcare area

 6. Maintain 2-deep policy

 B. Response

 1. Identify person attempting to pick up child prior to child being brought to door

 2. If an unauthorized person attempts to take a child, keep child separated

 3. Confront person attempting to take child

 4. Call 911 & Staff (panic button / PA code word?)

 5. Execute lock down if required

 6. Maintain “2 deep” presence of adults

 7. Identify witnesses & collect video

 8. Notify parents

13. Child Abduction / Missing Child

 A. Mitigation

 1. Maintain vetting protocols for childcare workers

 2. Maintain procedure for identifying persons authorized to pick up children.

 3. Insure workers are adequately trained on protocols

 4. Educate workers to monitor for suspicious activity

 5. Install digital video in childcare area

 6. Do not leave children unattended

 7. Install child-proof latches on doors

 8. Keep doors to non-essential areas secured / locked

 B. Response

 1. Initiate lock down and alert staff (panic button / PA code word?)

 2. If abduction in confirmed, call 911

 3. Attempt to stop any vehicles from departing parking lot

 4. Note description & license plate number of departing vehicles

 5. If child is missing, conduct search.

 6. If child is not found within prescribed amount of time, call 911

 7. Identify witnesses & collect video

 8. Notify parents

14. Medical Emergency

 A. Mitigation

 1. Maintain Medical Kits & wheelchairs on hand in central location(s)

 2. Identify available medical personnel

 3. Create medical response team from available / willing

 4. Create medical protocols

 B. Response

 1. Ushers / staff move person to private area if able

 2. Activate medical response team

 3. Assess Patient

 4. Call 911

 5. Administer 1st Aid

 6. Notify patient’s family

15. Information Security Compromise: Cyber attack or breach of Personal Identifying Information (PII)

 A. Mitigation

 1. Establish and maintain adequate firewalls on web site and network computers.

 2. Encrypt emails dealing with PII

 3. Educate staff members on safeguarding information

 4. Maintain financial information behind double barrier.

 B. Response

 1. If website is compromised, conduct assessment to determine extent of breach, method, counter actions, etc.

 2. If financial information is compromised, notify police and affected membership.

Part 2 : Physical Inspection

1. Exterior Entrances

 A. Effective access control is maintained by keeping most doors locked during weekdays.

 B. Landscaping adequately is maintained to readily identify packages left near entrances

 C. If installed, magnetic key card access would allow for more effective access control during weekdays for exterior entrances, storage areas, closets, and mechanical rooms.

 D. Bollards / Barriers could be installed to prevent vehicles from crashing through entrances or getting too close to building. Shaped barricades at front could be additionally used for blast containment/deflection.

 E. Door glass can be reinforced with see-through membrane to further reduce fragmentation.

 F. Recommend placing warning placards indicating IDS/video surveillance in use.

2. Front Entry

 A. Reduce “clutter” and areas where packages can be left undetected or unobserved.

 B. Lock all closed and mechanical rooms when not in use. Magnetic key card or combination locks can be used to facilitate multiple users.

3. Hallways & Corridors

 A. Excellent placement of cameras. However, recording system requires updating.

 B. Excellent display of emergency evacuation routes

 C. Emergency evacuation route maps can be color coded to display shelter areas. As an added precaution, we need to measure shelter areas to determine how many people can be sheltered.

4. Kitchen

 A. Clean with flammables properly maintained.

 B. No obvious fire or safety hazards

5. Facility Maintenance

 A. Well maintained. No noted safety hazards.

 B. Is there a functioning public address system that can be heard in all areas?

6. Safety Equipment

 A. Fire Extinguishers – Placement good. Inspection dates were not verified. Does staff inspect the fire extinguishers or is this contracted? Has the Church asked the Fire Department for a courtesy safety inspection?

 B. AED’s – 2. Need signs posted more conspicuously.

 C. First Aid Kits – Current ones are low-capacity, minor-injury kits. Recommend purchasing 2 trauma kits and 1 mass casualty kit. Also recommend augmenting kits with stethoscope and BP cuff. The small kits are still essential so that the right kit is used for the need. Trauma kits should not be opened to deal with minor cuts.

7. Pre-School

 A. Day school has established security and safety protocols. Do Sunday nursery and daycare workers have same training / awareness?

 B. Are nursery volunteers adequately vetted?

 C. What procedures are in place to insure only authorized individuals pick up children?

 D. Is there a two-deep policy?

 E. Are doors & procedures adequate to prevent forced entry?

 F. How does day school staff communicate with front office?

8. Staff

 A. Support and commitment by the staff is essential

 B. Functionally, the staff members are the first responders and should be adequately trained in the following areas:

 (1) Location of all emergency equipment

 (2) Evacuation procedures

 (3) Screening visitors during the week

 (4) Active shooter procedures

 (5) Hostage situations

 (6) Dealing with telephonic threats

 C. Primary staff (pastors & music director) need to be familiar with procedures for dealing with belligerent(s)

9. Recommendations

 A. Analyze risks and select those that will be addressed.

 B. Establish response procedures. The security committee needs to formulate detailed written response procedures for each of the identified threats.

 C. Get senior staff endorsement. This includes defining acceptable and approved levels of response. Set safety zone around pulpit.

 D. Train staff members on safety & security protocols

 E. Augment security committee with “security staff.” These individuals will be the “ushers” or “responders” in the event of an incident. There should consistently be 3-4 per service in addition to security walkers.

 F. Identify storm shelter areas and procedures to move congregation. Priority of movement should be for parents of children in the nursery, then elderly. One technique would be to move people to the typical Sunday school classes, followed by moving sanctuary, fellowship hall, youth, and gym classes into remaining spaces and hallways.

 G. Include shelter areas on the existing evacuation maps. Include parking lot evacuation in the plan (to insure emergency vehicles have unimpeded access.

 H. Publish safety brochure for members.

 I. Establish medical response team of volunteers who can be called upon if needed. Ideally, the seating locations for these people are known by staff & ushers. Conduct walk-through or talk-through rehearsals with these people. These people should be familiar with the location and inventory of medical equipment.

 J. Teach screening tips and techniques for greeters at entry points

 K. Refine Security Walker tips, techniques, responsibilities

 L. Upgrade video surveillance system to server-based digital system.

 M. Purchase Medical supplies

 (1) Two trauma kits capable of supporting 40-50 victims

 (2) Stethoscope & blood pressure cuff

 (3) Mass casualty kit capable of supporting 100 victims

 (4) Litters (home-made plywood backboards are inexpensive and effective)

 N. Request courtesy inspection by Fire Department (be prepared for bad news)

 O. Harden building & facilities

 (1) Emplace video surveillance warning placards

 (2) Upgrade locks for mechanical rooms, closets, and non-public areas

 (3) Install safety membrane coating on doors / window glass

 (4) Install bollards (Steel posts) & curbs to prevent vehicles from getting too close to building.\*

 (5) Install protective shields at passenger drop off point at front of building to contain blasts and prevent vehicle access.\* Back passenger drop off point not suitable for any improvements.

\* Defensive barricades are expensive and are used against the threat of vehicles and vehicle borne explosive devices. Supplemental curbs and bollards can be aesthetically disguised as decorative fences and shielding barricades can be made to look like decorative planters.