

# **Best Practices**

## *For Co-located Schools & Places of Worship*

*By the end of this module, participants will be able to:*

1. Identify major threats to safety that may be due to the co-location of the school with the place of worship
2. Assess the physical safety of the school/place of worship
3. Understand 2-3 methods of reducing risk

## *Overview of Module Sections:*

1. Philosophical Considerations for Co-located Campus Safety
2. Joffe Best Practices
3. Example Considerations for Schools Co-Located with Mosques (Presented by ISLA Representative)

## *Framing*

- Safety for staff and students is a top priority for schools.
- When a school is co-located with a place of worship, there is an elevation of safety considerations.
- This module, which is in partnership with ISLA, the Islamic Schools League of America, will share Joffe's best practices for co-located schools and places of worship.

# **Philosophical Considerations**

## *For Co-located Campus Safety*

## *Hours*

- Schools have specific hours of operation
- Places of worship could have an “open door” at all hours

## *Shared Spaces*

- Shared parking lots
- Multiple entries and exits
- School drop off/pick up times
- Schools may use specific areas for events
  - Shared bathrooms between entities

## *Specific Events*

- Guests welcome at certain times for an event
- Weekend events
- Diverse communities

## *Anonymity*

- Places of worship can offer anonymous atmospheres
- Schools should have continuous visuals of all areas of the campus
- Schools should have specific guest check-ins



# *Protests*

- Roads are public property
- Protests can cause stress



## *Shared Staff*

- School staff members could also attend the place of worship
- Sometimes, students and staff could even attend an event together at a place of worship

# Example Considerations *For Schools Co-located with Mosques*

Presented by



## *Unique Content*

- Muslim Prayers
  - Five Daily Prayers:
    - Dawn
    - Early Afternoon
    - Late Afternoon
    - After Sunset
    - Twilight
  - Friday sermon + prayer

## *Unique Content*

- Mosque “Open Doors”
  - Shared premises: Co-located with school, community center, prayer hall
  - Campus gate unlocked
  - Code widely known
  - Security Guards familiar with what “typical congregants” look like
  - Mosque + School = Shared doors

## *Unique Content*

- Events and Visitors “Open Doors”
  - Community Events held on school / mosque facilities
  - Private events held at facility
  - Parent and community events held during school hours
  - Community visitors, guests, contractors, volunteers during school hours
  - Typical security procedures may be waived or not provided
  - Facility staff assigned to events and/or visitors may not be aware

## Unique Content

- School “Open Doors”
  - Entry wide open at drop-off / pick-up
  - Access in to classrooms unfettered to allow parents to assist students to classrooms
  - Multiple buildings on campus
  - No centralized, monitored point of entry/exit for all parents/students
  - Security system / guards do not restrict parent access
  - Classroom, hallway doors propped open
    - Ventilation, easy access to shared teaching staff, easy observation by school leaders
  - Stairwell doors propped open / unlocked
    - Ease of access to students at recess and break times
    - Classes with one teacher can not guide students + equipment while opening/closing doors
  - Mosque + School = Shared doors

## *Unique Content*

- Parent and Community Member “Lack of Buy-in”
  - Nothing bad will happen in a religious space
  - Bad things do not happen to observant Muslims
  - I am special, just let me ...
  - My kid is special, just let him/her ...
  - Muslims don’t do bad things

## Unique Content

- Diverse Community
  - Diverse community congregants
    - Variety of ethnic and linguistic backgrounds
  - Large immigrant population
    - Different cultural norms and expectations
    - No history of safety precautions or following rules
  - Imams, School Leaders, Staff
    - Lack of training in safety procedures
    - Lack of awareness in need for safety procedures
    - Emergency guidelines and exit routes not shared with visiting speakers

## Unique Content

- Emergency procedures- Issues
  - Not Posted for public to see
  - Not discussed with community leaders and/or congregants
  - Emergency Response Team (if existing) limited to school leaders
    - Need for representatives from ALL stakeholders
  - Not reviewed / updated on a regular basis
  - Need to involve leaders from entire community
  - Knowledgeable facility rep to be on-campus at all times
    - Contact procedures for off-campus emergency response team to be communicated
    - Digital and analog communications developed
    - Emergency guidelines available to off-site designated team members

## Unique Content

- Emergency Procedures- Solutions
  - Post Procedures in Common Areas
  - Post Exit Routes in Common Areas
  - Provide Emergency guidelines to visiting speakers
  - Emergency Response Team
    - Consists of Reps from All Stakeholders
  - Facility Rep On-campus at all times
    - Basic security guidelines communicated
  - Review and update procedures regularly
  - Provide training and communication to all congregants and key stakeholders

## *Unique Content*

- Governance
  - Governance of school + mosque intertwined, not differentiated, or dysfunctional
  - Partial buy-in
  - Mosque leadership uncooperative

## *Unique Content*

- Islamophobia
  - Fear, distrust and hatred of Muslims common
  - Heightened during times of political turmoil
  - Threats against congregants, mosque leader
  - Xenophobia and racism added layers

## Crisis Scenarios

- Mosque:
  - Guest imam does not know or follow emergency protocol:
    - Fire alarm goes off during last portion of the sermon; imam tells everyone to stay put
    - Exit doors closed / covered
    - No safe gathering space for congregants outside the building
    - Parking Spots Blocked- Emergency vehicle entry blocked
  - Gate to mosque open during Friday prayers so guests can arrive, delays caused by gate closures/opening minimized

## *Crisis Scenarios*

- School
  - Belligerent spouse/ex-spouse of a staff (parent of a student) comes on campus
  - Understaffed schools

# Crisis Scenarios

- Mosque
  - Fire Alarm during Religious Service:
    - Fire alarm goes off - Imam tells everyone to stay put
    - Exit doors closed / covered preventing exit
  - Earthquake during Religious Service
    - Imam continues prayer
    - Unattached objects fall all on congregants
    - No furniture available to shield congregation from broken glass, falling light fixtures
    - Shoes removed to pray in carpeted hall - feet cut from items on ground
    - Mosque personnel may not be present to turn off gas, check building for structural damage
    - No registry of emergency contacts + medical alerts for attendees and family members at prayer

# **Joffe**

## *Best Practices*

# *Physical Security*

- Parking
- Appropriate lighting
- Monitored entry
  - Visitor logs. Sign in/sign out
  - Clear signage for locations
  - Instructions for guests to sign in
  - Visitor identity/ destination verification
  - Employee on campus attendance system
  - Student early dismissal/sign out system

## *Physical Security*

- Campus perimeter fencing
- Lockable doors
- Program development: written protocols
  - Evaluate current protocols
  - Construct new policies when applicable

## *Supplies/Systems/Tools*

- Security cameras
- Alarm systems onsite
- Fire extinguishers
- AEDs (locations & amount)
- Lockdown kits

# Communication

- Threat response
- Anonymous reporting
- Social media threat monitoring
- Signage differentiating the locations of the school and the place of worship
- Ability to initiate school-wide & house of worship-wide messaging
- Panic button
- Communication postings
  - Evacuation maps
  - protocols/procedures at a glance

## *Personnel*

- Health coordinators or shared health personnel
- Security guards

## *Develop Security Plans*

- Emergency Operations Plan
  - 4 emergency responses
    - Lockdown
    - Shelter in place
    - Secure campus
    - Evacuation plans

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- Emergency Operations Plan
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- Reunification plan
- ICS structure and roles/responsibilities
- Implementation
  - Practicing Drills
  - Roles/responsibilities (ICS, Tabletop)
  - Communication practice with various stakeholders
  - Hard copies of all plans
  - Training staff
    - Leadership training
    - All staff training

## *Joffe Academy Modules*

- An Introduction to an Emergency Operations Plan (EOP)
- Incident Command Structure Trilogy
  - ICS (Part 1): Incident Command Orientation
  - ICS (Part 2): How to Create and Run a Tabletop
  - ICS (Part 3): Student and Family Reunification

# Closing

- Crisis Communication Planning Module
- School Safety Assessments & Consultative Services
  - [www.joffeemergencyservices.com](http://www.joffeemergencyservices.com)
- Module Handouts

**Reverse Evacuation**  
 Through rights analysis to occur, a reverse evacuation is called after an evacuation when it is determined leaving shelter is the calculation of action that moving away from buildings or campus. It should be assumed that the reason for the reverse evacuation is a dangerous threat to campus and should be followed by caution, provide evacuation-related information.

Reverse Evacuation procedures for Teachers and Students:

## EVACUATIONS:

Evacuation may not be necessary for every emergency situation. In some cases, an administrator may decide to call for an evacuation, and in other cases, the decision whether or not to evacuate may fall to the classroom teachers. If given no direction in a situation, assume it is best to evacuate to the nearest safe location or to move to another area if the environment were hazardous. This is every search, and so it is usual.

Call for a Reverse Evacuation  
 necessary  
 as to seek shelter

or release negative emotions  
 may evacuate or participate  
 building that not disturbed by the  
 and teachers in an emergency  
 situation with the student, and

and physical disability  
 or evacuation

to where the student will be  
 moved, Search and Rescue, and  
 evacuation plan

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| EARTHQUAKE                     | 7  | any emergency                          |
| KACHILTER ALARM                | 8  |                                        |
| WIRE                           | 9  | Command will instruct                  |
| LOCKDOWN                       | 10 | in the Classroom/Room                  |
| SECURE CAMPUS                  | 11 | Early Onset of a large-scale emergency |
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