



U.S. Department of Justice (DOJ)
Community Relations Service (CRS)



Protecting Places of Worship Forum

Guide for Community Leaders

COVER
BACK

Table of Contents

1	1 Protecting Places of Worship
1	1.1 What is a PPOW Forum?
2	1.2 Under what conditions are PPOW Forums most effective?
3	1.3 Who organizes PPOW Forums?
4	1.4 CRS Facilitator Roles
6	2 Event Planning and Coordination
6	2.1 PPOW Topics and Presenters
9	2.2 Event Logistics
11	3 Event Promotion
11	3.1 Event Promotion Guidelines
11	3.2 PPOW Flyers
12	4 Event Wrap-Up
12	4.1 Post-Event Follow-Up
12	4.3 Working Group
17	Appendix A – CRS Regional and Field Offices Contacts
18	Appendix B – Event Preparation Checklists
20	Appendix C – Planning Group and Host Responsibilities
21	Appendix D – Agenda Template
22	Appendix E – Guidelines for Facilitators: Suggested Question List
24	Appendix F – Guidelines for Presenter and Organizer Preparation
26	Appendix G – Event Supplies Checklist
27	Appendix H – Sign-In Sheet
28	Appendix I – Attendees Notes
29	Appendix J – Handout: Safety for Faith-Based Events and Houses of Worship
30	Appendix K – Sample PPOW Flyer

1 Protecting Places of Worship

Protecting Places of Worship

The United States Department of Justice (DOJ) Community Relations Service (CRS) serves as “America’s Peacemaker” for communities in conflict by mediating disputes and enhancing community capacity to independently prevent and resolve future conflicts.

Pursuant to Title X of the Civil Rights Act of 1964 and the Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act of 2009, CRS works with community groups to resolve community conflicts and prevent and respond to alleged bias incidents and hate crimes arising from differences of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

CRS developed this facilitator guide to provide community leaders with step-by-step instructions on how to plan and implement a Protecting Places of Worship (PPOW) Forum. This guide directly addresses the person responsible for organizing the PPOW Forum, referred to as the facilitator. CRS may be available to help plan and facilitate the PPOW Forum in your community.

For more information on CRS’s services and programs, or for support planning and facilitating a PPOW Forum, contact us via email: askcrs@usdoj.gov, phone: 202.305.2935, or visit our website: www.justice.gov/crs. For additional contact information for our regional and field offices, please see **Appendix A – CRS Regional and Field Offices Contacts**.

1.1 What is a PPOW Forum?

A PPOW Forum is a public gathering that provides faith-based communities information related to protecting places of worship and resources for improving building safety. The program engages federal law enforcement, local law enforcement, government officials,

faith-based organizations, and forum participants in discussions and information sharing about methods for preventing and responding to violent incidents targeting places of worship.

A PPOW Forum helps members of faith communities achieve the following objectives:



1.2 Under what conditions are PPOW Forums most effective?

PPOW Forums can be valuable in a variety of situations. PPOW Forums are often planned in response to local and/or national hate crimes or bias incidents targeting a place of worship. PPOW Forums can also be a very effective preventative tool, ensuring communities and places of worship have access to information and a forum in which to discuss questions and challenges before an incident occurs.

The focus of a PPOW Forum is to provide tools and information to help communities better protect themselves against hate crimes and bias incidents. A PPOW Forum may not be the right tool immediately following a hate crime or bias incident if community members are looking for a space to process their reactions to the incident. The forum process generally utilizes a one-way flow of information from subject matter experts and recognized leaders to the audience. In situations where a two-way flow of information is important, the community should consider a community dialogue or other process that is designed to provide space for interactive discussion. An overview of what occurs at PPOW Forums is outlined in the table below.

Protecting Places of Worship	
Who should attend	Faith-based leaders and congregations who: <ul style="list-style-type: none"> ▶ Have experienced bias incidents or hate crimes of any type ▶ Want to proactively prevent hate crimes from happening locally
Focus	<ul style="list-style-type: none"> ▶ Basic security measures for faith-based members and buildings
Outcomes	<ul style="list-style-type: none"> ▶ Network with subject matter experts and members of other faith communities to share ideas, best practices, and resources to protect places of worship ▶ Build a faith-based working group to continue to share and work on these issues ▶ Identify federal, state, and local resources, programs, and tools to help protect/secure places of worship ▶ Create a local working group

1.3 Who organizes PPOW Forums?

PPOW Forums are most effective when a local planning group organizes them. The planning group is responsible for making all decisions related to the forum, including but not limited to:

- ▶ Developing the forum agenda;
- ▶ Recruiting forum participants;
- ▶ Identifying an appropriate location for the event;
- ▶ Scheduling a suitable date and time;
- ▶ Promoting the forum; and
- ▶ Determining the role of the media, if any, prior to and during the program.

A local planning group should consist of members from a variety of organizations, such as interfaith community leaders; law enforcement; federal, state, or local government agencies; civil rights organizations; universities; not-for-profit agencies; or others who have an interest in the program topic. Involving local and national faith-based and interfaith organizations is an effective way to make organizing the event more successful and to generate community support and interest in the event. Additionally, university/college religion departments can be a good resource for the planning group.

Below is a list of national faith-based organizations to consider contacting when planning a PPOW Forum. Many of these organizations have local chapters across the country. One should seek out faith-based groups, particularly those that are active in the local community in which the event will be held. This list is not exhaustive.

- American Arab Anti-Discrimination Committee (ADC)
- American Friends Service Committee (AFSC)
- American Islamic Conference (AIC)
- American Jewish Committee (AJC)
- Anti-Defamation League (ADL)
- B'nai B'rith International (B'nai B'rith)
- Central Conference of American Rabbis (CCAR)
- Interfaith Alliance
- Islamic Society of North America (ISNA)
- Jewish Council for Public Affairs (JCPA)
- Muslim Advocates (MA)
- Muslim Public Affairs Council (MPAC)
- Muslim-Jewish Advisory Council (MJAC)
- National Council of Churches (NCC)
- National Disaster Interfaiths Network (NDIN)
- North American Interfaith Network (NAIN)
- Religious Action Center of Reform Judaism (RAC)
- Secure Community Network (SCN)
- Sikh American Legal Defense and Education Fund (SALDEF)
- Southern Christian Leadership Conference (SCLC)
- The Islamic Society of North America (ISNA)
- The Sikh Coalition
- United Sikhs

1.4 Facilitator Roles

As referenced above, the planning group is responsible for all the planning. A facilitator is primarily responsible for coordinating the planning group's efforts as well as moderating the PPOW Forum. See **Appendix B – Event Preparation Checklists** for event preparation, day-of, and follow-up checklists.

In preparation for the event, the facilitator:

- ▶ Works with local community leaders to identify planning group members;
- ▶ Facilitates planning group sessions;
- ▶ Explains to the planning group the benefits of forming a working group after the forum to continue capacity building;
- ▶ Works with the planning group to identify speakers and panellists;
- ▶ Works with the planning group to identify needed supplies;
- ▶ Coordinates with the planning group to promote the event; and
- ▶ Conducts a dry run one to two weeks in advance of the event.

At the PPOW Forum, the CRS facilitator:

- ▶ Assists in overseeing event logistics;
- ▶ Offers welcome/introductory remarks;
- ▶ Invites the audience to submit questions on notecards;
- ▶ Thanks the planning group members;
- ▶ Introduces speakers;
- ▶ Moderates the Faith Leaders Panel; and
- ▶ Writes meeting notes, including issues and action items (or designates a member of the planning group).

Planning Group and Host Responsibilities

The planning group plans, advertises, and organizes the forum. The table below (also found in **Appendix C – Planning Group and Host Responsibilities**) defines key responsibilities for the planning group and host.

Planning Group	
Planning Responsibilities <ul style="list-style-type: none"> <input type="checkbox"/> Advertise event <input type="checkbox"/> Recruit attendees <input type="checkbox"/> Print materials* <input type="checkbox"/> Identify a venue <input type="checkbox"/> Arrange for refreshments <input type="checkbox"/> Recommend speakers for Community Organization/Leader Panel 	Day-Of Responsibilities <ul style="list-style-type: none"> <input type="checkbox"/> Greet attendees <input type="checkbox"/> Manage and staff welcome/sign-in table <input type="checkbox"/> Set up venue <input type="checkbox"/> Clean up venue
Host	
Planning Responsibilities <ul style="list-style-type: none"> <input type="checkbox"/> Provide a venue 	Day-Of Responsibilities <ul style="list-style-type: none"> <input type="checkbox"/> Provide and set up refreshments <input type="checkbox"/> Set up audio/visual equipment

2

Event Planning and Coordination

2 Event Planning and Coordination

2.1 PPOW Topics and Presenters

The PPOW Forum generally covers the topics listed in the following table. This guide includes an agenda template (**Appendix D – Agenda Template**) and a list of suggested questions to help facilitate the forum (**Appendix E – Guidelines for Facilitators: Suggested Question List**). For each of the panels described in the following table, limit the panel to no more than five speakers. Having more than five makes it difficult to stay on schedule.

	Description	Typical Presenters*
Overview of Hate Crimes	<ul style="list-style-type: none"> ▶ Federal, state, and/or local hate crime laws and how hate crimes are prosecuted ▶ Case studies of hate crimes that targeted places of worship 	<ul style="list-style-type: none"> ▶ U.S. Attorney’s Office (USAO) ▶ State Attorney General’s Office ▶ State/Local District Attorney ▶ Federal Bureau of Investigation (FBI) ▶ Local Police Department Hate Crimes or Major Crimes Unit
Hate Crimes Statistics and Symbols of Hate	<ul style="list-style-type: none"> ▶ Overview of current hate crime statistics ▶ Description of common symbols often used to express hate 	<ul style="list-style-type: none"> ▶ FBI
Active Shooter Training Overview and Protecting Places of Worship	<ul style="list-style-type: none"> ▶ Strategies to secure places of worship and prepare staff, clergy, and congregants for an active shooter situation 	<ul style="list-style-type: none"> ▶ FBI ▶ Department of Homeland Security (DHS) Office of Infrastructure ▶ Federal Emergency Management Agency (FEMA)
Protecting Places of Worship Community Panel	<ul style="list-style-type: none"> ▶ Moderated discussion among faith-based community leaders who have taken steps to protect their places of worship 	<ul style="list-style-type: none"> ▶ Faith communities with experience in this topic (e.g. large community churches)

Recommended Presenters

The facilitator should identify the most appropriate speakers for the event. The table below recommends other agencies to invite and associated possible presentation topics.

Organization	Possible Topics
U.S. Attorney’s Office (USAO)	Federal hate crime statistics and laws, how laws are enforced, and how crimes are prosecuted
State Attorney General	State hate crime statistics and laws, how laws are enforced, and how crimes are prosecuted
District Attorney	State hate crime statistics and laws, how laws are enforced, and how crimes are prosecuted
Local police department or sheriff’s office	State and local hate crime statistics and laws, and how alleged hate crimes are investigated
Federal Bureau of Investigation (FBI)	Federal hate crime statistics, trends, and laws; enforcement of hate crime laws; the process for investigating hate crimes; extremist groups and symbols; overview of active shooter training
Department of Homeland Security (DHS) Office of Infrastructure	Vulnerability and security assessments, overview of active shooter training
Federal Emergency Management Agency (FEMA)	Resources and grants that are available to assist with securing places of worship, including requirements, timelines, and process for grant applications
Local office of emergency management	Locally available resources, grants, and training opportunities

Guidelines for Identifying Presenters

Finding panel discussion members can be challenging, due to availability, level of comfort with public speaking, and extent of experience in relation to the topic. The list below identifies important characteristics for presenters.

Personality
▶ Comfortable speaking in public to groups of people
▶ Communicates complex thoughts clearly/explains concepts well
▶ Able to talk in lay language/avoids heavy use of jargon
▶ Enjoys interacting with people
▶ Listens well
▶ Does not fluster easily
▶ Able to respond quickly and appropriately to questions or controversial comments
▶ Relates well to an audience
▶ Is patient
▶ Demonstrates cultural sensitivity
▶ Is flexible
Experience
▶ Has significant experience in the field or working for the represented agency/organization so as to be credible
▶ Has a depth of knowledge about the topic on which he or she will be speaking
▶ Has the respect and trust of the community or the represented agency/organization to address community concerns and share best practices accurately
▶ Has previously delivered the desired presentation
Logistics
▶ Has time availability that matches program's time requirements (for presenting and preparation)
▶ Is willing/able to travel as needed for the program
▶ Is willing/able to present for free (no financial compensation)
▶ Has the approval of the represented agency/organization to speak as a representative
▶ If using a PowerPoint presentation, is willing to revise, if needed

Once the facilitator has identified speakers, the facilitator should schedule a conference call with the speakers to discuss the agenda and logistics to ensure they understand the flow of events and their role. Each speaker should receive the Guidelines for Presenter Preparation found in **Appendix F – Guidelines for Presenter and Organizer Preparation**.

The facilitator may want to create handouts with speakers' biographies. The facilitator should collect the speakers' biographies and headshots to create standardized biographies. The planning group should make them available at the Welcome Desk.

The facilitator may also choose to create a PowerPoint presentation for the forum, which is a good practice to help frame the discussion.

2.3 Event Logistics

Date and Time

PPOW Forums are usually three hours long. They frequently occur in the evenings or on weekends, when more people are generally available to attend. Facilitators should work with the planning group to decide on a time that is appropriate for the specific community requesting the forum.

The planning group should avoid scheduling the PPOW Forum on religious holidays unless the community observing the holiday specifically requests the date.

Venue and Room Set-Up

The planning group is responsible for finding an appropriate venue for the PPOW Forum. PPOW Forums are hosted at an appropriate location to meet the needs of the planning group, such as a community center, school, university, library, or a place of worship.

The ideal venue has:

- ▶ **Capacity** for the desired audience size;
- ▶ **Accessibility** for persons with disabilities;
- ▶ **Easy access** via public transportation and ample parking; and
- ▶ **Adequate audio/visual capabilities**, including microphone, laptop/computer, projector and screen for projecting PowerPoint presentations.

The ideal venue has...

- ▶ **Capacity**
- ▶ **Accessibility**
- ▶ **Easy access**
- ▶ **Adequate audio/visual capabilities**

The venue should be arranged in “classroom” style with rows of chairs facing the front of the room. If possible, a long table with chairs facing the audience should be placed on the stage or at the front of the room for presentations and the Faith Leaders Panel. If available, place a podium to the front and side of the stage where the facilitator can stand to speak, monitor presenters’ times, and take notes to ask panelists questions after their initial presentations.

See **Appendix G – Event Supplies Checklist** for a complete supply and equipment checklist for the forum.

Welcome/Sign-In

The planning group should have a “Welcome Desk” in the venue where attendees can sign in and collect relevant resources from the event hosts or speakers. See Appendix H – Sign-In Sheet for a template of the sign-in sheet. Planning group members or people from their organizations should staff the Welcome Desk.

Handouts

Having a Welcome Desk is an opportunity to provide attendees with relevant resources.

Recommended handouts include:

- ▶ Speaker biographies
- ▶ Notes pages (**Appendix I – Attendees Notes**)
- ▶ Safety for Faith-Based Events and Houses of Worship
(**Appendix J – Handout: Safety for Faith-Based Events and Houses of Worship**)

Speakers and planning group members may also bring materials to give to participants.

Facilitators should confirm each resource is relevant to the forum topic.

Refreshments

Many planning groups decide to provide light refreshments, which facilitate networking between panelists and audience members after the event. Planning group members can arrange for refreshments at the event and should decide whether to advertise that refreshments will be available.

3 Marketing and Promotion

3 Marketing and Promotion

3.1 Event Promotion Guidelines

There are many ways to promote a PPOW Forum. Below is a list of communication vehicles one may use to advertise upcoming events.

- ▶ **Social Media:** Twitter and Facebook can be used to promote PPOW Forums, share PPOW flyers, direct stakeholders to sign up for future PPOW events, and post approved photos from past PPOW Forums.
- ▶ **Website:** A host organization's website may provide information about the PPOW Forum or can direct stakeholders elsewhere for more information.
- ▶ **Email Outreach:** The facilitator may consider emailing flyers to stakeholders.
- ▶ **Stakeholder Events and Networks:** PPOW event organizers can publicize a PPOW Forum at other events by distributing flyers and encouraging stakeholders to promote PPOW Forums through their networks.
- ▶ **Planning Group:** Planning group members should help promote the PPOW Forum, including listing it on their websites, sending information to their distribution lists, and posting information on their social media platforms.
- ▶ **Federal, State, and Local Presenters:** Presenters can also help promote the PPOW Forum, including listing the event on their websites, sending information to their distribution lists, and posting information on their social media platforms.
- ▶ **Media Interaction:** The planning group should determine if media presence is appropriate, and if so, when and how media will be invited (or not) to the forum. The facilitator should make planning group members aware of the media's presence and allow the host organization to determine whether media presence is appropriate and enforce their decision as necessary.

3.2 PPOW Flyers

Once the planning group finalizes the details of an upcoming PPOW Forum, the planning group may choose to create and distribute promotional flyers. See **Appendix K – Sample PPOW Flyer** for an example of a PPOW flyer. Note that the request to the Communications team happens at least seven days before advertising begins, not before the event starts.

4 Event Wrap-Up

4 Event Wrap-Up

4.1 Post-Event Follow-Up

Facilitators should reach out to presenters, panelists, the event host, and planning group members following the event to continue to build relationships with them.

Facilitators should reconvene the planning group, either in person or by conference call, within two weeks of the forum to debrief the event, explore ways to continue supporting the group, and gauge the level of interest in creating a PPOW working group or task force.

During the debrief, facilitators should ask questions to encourage the group's further collaboration. The following types of questions can help spur the groups into further action and collaboration:

- ▶ There were many great ideas coming from this forum. What can we do to turn those ideas into actions?
- ▶ This forum was a great start, but what happens next?
- ▶ What outcomes came from this forum?
- ▶ How do we build on the momentum from this forum to keep community involvement high?

4.2 Working Group

The creation of a working group following the PPOW Forum is a tangible outcome that improves community capacity and supports ongoing problem solving.

What is a working group?

A working group (also referred to as a task force or an ad hoc committee) is a body of people assembled to address a specific problem or accomplish a specific goal. The group can be a stand-alone group, or a subgroup formed as part of a broader initiative. For example, a community could create a PPOW working group as part of a broader public safety initiative. A multi-party working group is drawn from all sectors of the community affected by or involved in the problem or goal that is the group's focus. For example, a PPOW working group could include

representatives of groups with an interest in preventing and responding to bias incidents and hate crimes against places of worship.

Working groups are action oriented. Depending on the issues they address, their goals can be very specific (e.g., draft action plan to protect places of worship) or more general (e.g., work to promote tolerance in the community). In either case, their purpose is to produce real results.

Working groups can be ongoing, can disband after their task is complete, or become another kind of group. Facilitators should aim to create working groups that are ongoing by identifying and utilizing “anchoring” organizations to serve as the working group conveners and organizers. A representative sample of these organizations includes local or state human relations commissions, local or state community-based organizations, faith-based organizations, or the USAO. This is discussed in further detail on the next page.

Why should a PPOW working group be formed?

A PPOW working group should be formed because it improves community capacity by acting as a mechanism to identify and problem solve issues. There are a number of reasons why a PPOW working group is able to address community-based issues, including:

- ▶ PPOW working groups can be dedicated to addressing a specific issue, rather than being pulled in a number of directions;
- ▶ Small groups tend to operate more efficiently than large groups;
- ▶ Working groups give members a chance to concentrate on their areas of interest, and to contribute more effectively to the work of the larger community; and
- ▶ Task forces or working groups can pull in members with expertise to focus on specific issues. The community benefits from their talents and expertise even though they aren't official members of the task force or working group.

Why should a PPOW working group be diverse?

It is important that a working group be diverse for several reasons. It is a best practice to include members from as many sectors of the community as possible because it will create a group that can be more strategic, transparent, and effective.

Some advantages of a multi-party working group include:

- ▶ Community action usually requires the support, and often the participation, of all stakeholders if it's going to be successful;
- ▶ Involvement of all stakeholders in planning and carrying out any action means that they'll take ownership of those plans and actions. They'll be much more concerned about making sure that the action is successful because it's theirs, rather than something imposed on them by "experts," the government/DOJ/CRS, or some other authority;
- ▶ Involvement of many sectors of the community brings more information and insights that those different sectors have into the issue. More information and insight lead to better planning and more chance of successful action;
- ▶ The perspectives of various sectors on community history and personalities can help the group form a better understanding of the issues, including details that might be otherwise ignored. For example, whether two organizations or individuals get along well may determine whether a given plan is workable;
- ▶ Involving many sectors will generate community cooperation and support for the action taken;
- ▶ Multi-party working groups bring together individuals and groups who might not, under other circumstances, have much contact, or who might distrust one another. In the working group process, they have the opportunity to learn about one another and develop mutual trust and respect; and
- ▶ Finally, it's fair and reasonable to involve people in decisions which affect their lives. Those decisions are likely to address the issue more realistically and to take into account the legitimate needs of the groups affected, if those groups are involved in planning and implementing them.

🔍 Who should be part of a PPOW working group?

In general, it is important to identify stakeholders and other interested parties. Stakeholders (those who are directly affected or have some other interest in a particular issue) might include:

- ▶ Communities directly impacted by the issue;
- ▶ Those who work with impacted communities;
- ▶ Those responsible for the issue in the community;
- ▶ Those affected indirectly or secondarily, such as businesses or schools; and
- ▶ Interested community leaders who may have no specific stake in the issue, but may see it as a community problem, and therefore something about which they should be concerned.

It is also important to consider individuals who can be helpful to the effort. Such people might not be stakeholders but may be able to offer support and credibility as well as resources.

These individuals could include:

- ▶ Business leaders;
- ▶ Clergy and other leaders of the faith community;
- ▶ Local or state officials;

- ▶ People who may hold no official position, but who have high standing in the community;
- ▶ People with access to funding or other resources; and
- ▶ People with access to the target population.

It is also important to engage people from different sectors. Some examples of different community sectors include:

- ▶ Youth and youth-serving organizations;
- ▶ Older adults;
- ▶ Business community;
- ▶ Schools;
- ▶ Law enforcement agencies;
- ▶ Faith-based organizations;
- ▶ Civic and volunteer groups;
- ▶ First responders;
- ▶ Local Emergency Medical Services (EMS) and city or state Office of Emergency Management;
- ▶ State, local, or tribal governmental agencies;
- ▶ Community-based organizations; and
- ▶ Civil rights and advocacy organizations.

Ultimately, a cross section of the community means more access to different sectors of the community, more credibility among those sectors, more and better information, and more chance of community support and eventual success.

PPOW working groups are customized to each community, but, in general, include the following stakeholders:

- ▶ Local law enforcement, such as the local Police Department or Sheriff's Office;
- ▶ Local officials, such as the City Manager, Mayor, or City Council member;
- ▶ State law enforcement, such as the State Attorney General's Office;
- ▶ Federal law enforcement, such as the USAO and FBI;
- ▶ Federal agencies, such as CRS;
- ▶ Local community-based organizations and service providers, such as victims' advocates;
- ▶ Local, regional, or national civil rights organizations, such as the National Association for the Advancement of Colored People (NAACP), or Parents, Family and Friends of Lesbians and Gays (PFLAG), or others;
- ▶ Local faith-based organizations, such as an interfaith alliance; and
- ▶ Local business or commerce leaders, such as the local Chamber of Commerce.

Who should lead the working group?

It is critical that facilitators identify a local “anchoring organization” to lead the working group. An anchoring organization is a well-established and influential leader in the community that champions the working group's causes. The anchoring organization should have the capacity to complete administrative tasks, such as scheduling, drafting agendas and meeting notes, and

conducting follow-up. This organization should also establish a point person or “champion,” who can manage the operational tasks of the working group. But, more importantly, the organization and champion should have, or be able to establish, credibility with all sectors of the community. This could mean that the champion is an outsider or an impartial party with no connection to any specific group, or someone who is known throughout the community for fairness and integrity. The organization’s designated champion should be a good facilitator, who can deal with conflict and keep group members on track, and all headed in the same direction.

Given these attributes, potential champions include:

- ▶ Local Human Relations Commissioner(s);
- ▶ City or county Community Outreach Liaison;
- ▶ USAO Community Outreach Liaison;
- ▶ Interfaith Alliance leader; and
- ▶ Community-based organization leader.

What happens when the working group meets?

Facilitators should lead the first few meetings and then gradually transition the facilitation responsibilities to the anchoring organization. Facilitators will support the members as they decide what actions they will implement. This requires facilitators to develop meeting agendas that empower the working group members to plan their course of action by:

- ▶ Defining the problem or issue;
- ▶ Envisioning and brainstorming solutions, including those generated at the PPOW Forum;
- ▶ Mapping out benchmarks between where the group is now and where they want to be;
- ▶ Identifying resources to meet each benchmark;
- ▶ Drafting a plan that includes timelines for reaching benchmarks and when the group expects to reach their final goal; and
- ▶ Identifying and addressing additional issues and stakeholders.

How does CRS stay involved in the working group efforts?

CRS can support the working group by offering assistance or resources to help them keep their momentum and interest high for following up on ideas raised during planning sessions or during the forum. See **Appendix A – CRS Regional and Field Offices Contacts** for information on how to contact your local CRS office.

Appendix A – CRS Regional and Field Offices Contacts

Office	Address	Telephone and Fax Number
New England Regional Office (Region I) (ME, VT, NH, MA, CT, RI)	408 Atlantic Avenue, Suite 222 Boston, MA 02110	T: 617.424.5715 F: 617.424.5727
Northeastern Regional Office (Region II) (NY, NJ, VI, PR)	26 Federal Plaza, Suite 36-118 New York, NY 10278	T: 212.264.0700 F: 212.264.2143
Mid-Atlantic Regional Office (Region III) (DC, DE, MD, PA, VA, WV)	200 2nd & Chestnut Street, Suite 208 Philadelphia, PA 19106	T: 215.597.2344 F: 215.597.9148
Southeastern Regional Office (Region IV) (AL, FL, GA, KY, MS, NC, SC, TN)	61 Forsyth Street, SW, Suite 7B65 Atlanta, GA 30303	T: 404.331.6883 F: 404.331.4471
Southeastern Field Office	51 SW First Avenue, Suite 624 Miami, FL 33130	T: 305.536.5206 F: 305.536.6778
Midwestern Regional Office (Region V) (IL, IN, MI, MN, OH, WI)	230 South Dearborn Street, Room 2130 Chicago, IL 60604	T: 312.353.4391 F: 312.353.4390
Midwestern Field Office	211 West Fort Street, Suite 1404 Detroit, MI 48226	T: 313.226.4010 F: 313.226.2568
Southwestern Regional Office (Region VI) (AR, LA, NM, OK, TX)	Harwood Center Building 1999 Bryan Street, Suite 2050 Dallas, TX 75201	T: 214.655.8175 F: 214.655.8184
Southwestern Field Office	515 Rusk Avenue, Suite 12605 Houston, TX 77002	T: 713.718.4861 F: 713.718.4862
Central Regional Office (Region VII) (IA, KS, MO, NE)	601 E. 12th Street, Suite 0802 Kansas City, MO 64106	T: 816.426.7434 F: 816.426.7441
Rocky Mountain Regional Office (Region VIII) (CO, MT, ND, SD, UT, WY)	1244 Speer Boulevard, Suite 650 Denver, CO 80204	T: 303.844.2973 F: 303.844.2907
Western Regional Office (Region IX) (AZ, CA, GU, HI, NV)	888 South Figueroa Street, Suite 2010 Los Angeles, CA 90017	T: 213.894.2941 F: 213.894.2880
Western Field Office	90 Seventh Street, Suite 3-300 San Francisco, CA 94103	T: 415.744.6565 F: 415.744.6590
Northwestern Regional Office (Region X) (AK, ID, OR, WA)	915 Second Avenue, Suite 1808 Seattle, WA 98174	T: 206.220.6700 F: 206.220.6706

Email us at askcrs@usdoj.gov for Regional and Field Offices

Appendix B – Event Preparation Checklists

Two Months in Advance

Task	Responsible Party	Assigned To	Complete?
Recruit host	Facilitator		
Identify venue/host	Facilitator		
Identify presenters	Facilitator		
Identify panelists for Community Organizations/Leaders Panel	Facilitator		
Finalize agenda	Facilitator		
Develop event flyer	Facilitator, planning group members		
Promote event	Facilitator, planning group members		
Recruit attendees	Facilitator, planning group members		

One to Two Weeks in Advance

Task	Responsible Party	Assigned To	Complete?
Print agenda	Facilitator, planning group members		
Print sign-in sheet	Facilitator, planning group members		
Create/print presenter bios	Facilitator		
Assign roles for day-of event	Facilitator		
Rehearse introductory and closing remarks	Facilitator		

Day of the Event

Task	Responsible Party	Assigned To	Complete?
Oversee all logistics	Facilitator		
Bring/set up A/V equipment	Host		
Bring/set up refreshments	Planning group members		
Set up room/chairs	Planning group members		
Print/bring relevant resources	All		
Greet attendees	Planning group members		
Staff welcome/sign-in desk	Planning group members		
Make introductory remarks	Facilitator		
Introduce speakers	Facilitator		
Moderate forum	Facilitator		
Make closing remarks	Facilitator		

After the Event

Task	Responsible Party	Assigned To	Complete?
Write meeting notes, including issues or action items	Facilitator or designated planning group member		
Send follow up emails to attendees within 5 business days	Facilitator		
Send follow up emails to hosts within 5 business days	Facilitator		
Send follow up emails to presenters within 5 business days	Facilitator		
Reconvene planning group within two weeks to debrief and explore next steps (form working group, etc.)	Facilitator		

Appendix C – Planning Group and Host Responsibilities

The planning group plans, advertises, and organizes the forum. The table below provides a checklist with key responsibilities for the planning group and host.

Planning Group	
Planning Responsibilities <ul style="list-style-type: none"> <input type="checkbox"/> Advertise event <input type="checkbox"/> Recruit attendees <input type="checkbox"/> Print materials* <input type="checkbox"/> Identify a venue <input type="checkbox"/> Arrange for refreshments <input type="checkbox"/> Recommend speakers for Community Organization/Leader Panel 	Day-Of Responsibilities <ul style="list-style-type: none"> <input type="checkbox"/> Greet attendees <input type="checkbox"/> Manage and staff welcome/sign-in table <input type="checkbox"/> Set up venue <input type="checkbox"/> Clean up venue
Host	
Planning Responsibilities <ul style="list-style-type: none"> <input type="checkbox"/> Provide a venue 	Day-Of Responsibilities <ul style="list-style-type: none"> <input type="checkbox"/> Provide and set up refreshments <input type="checkbox"/> Set up audio/visual equipment

Appendix D – Agenda Template

The PPOW Forum is usually three hours long. Complete the agenda below with the details for the specific event and distribute it to all attendees and presenters.

Keep the forum interactive. Encourage questions and leave at least 10 minutes for audience questions at the end of each of the panel discussions.

At the start of the forum, ask attendees to write their questions on note cards and submit them to staff members. During the Questions and Answers (Q&A) periods at the end of each panel discussion, the facilitator selects and reads the questions to the panelists. This makes it easier to keep the Q&A periods on time.

Meeting Agenda: Protecting Places of Worship

<Location>

<Month, Day, Year – From – Until>

Time	Duration (minutes)	Topic
<Start – Finish>	15	Welcome and Introductions <Planning Group Person leading welcome> <Title, location where they work> <CRS Person leading welcome> <Title, location where they work>
<Start – Finish>	30	Overview of Hate Crime Prosecutions (with Q&A Period) <Person leading topic> <add panelists if applicable> <Title, location or agency where they work>
<Start – Finish>	35	Hate Crime Statistics and Symbols of Hate (with Q&A Period) <Person leading topic> <add panelists if applicable> <Title, location or agency where they work>
<Start – Finish>	45	Overview of Active Shooter Response Training and Protecting Places of Worship (with Q&A Period) <Person leading topic><add panelists if applicable> <Title, location or agency where they work>
<Start – Finish>	45	Protecting Places of Worship Community Panel and Questions (with Q&A Period) <Person leading topic><add panelists if applicable> <Title, location or agency where they work>
<Start – Finish>	10	Closing Reflections

Appendix E – Guidelines for Facilitators: Suggested Question List

Introduction

The following are suggested questions that the facilitator may consider asking during a PPOW Forum to help promote discussions among the panelists:

Overview of Hate Crimes

- ▶ What types of incidents or crimes are increasing?
- ▶ What lessons have you learned?
- ▶ What advice do you have?
- ▶ What methods are being used to increase awareness about hate crimes against places of worship and their prosecution?
- ▶ What do you recommend communities do first after they discover their place of worship is the target of a hate crime (other than call the police)?
- ▶ What can community leaders do to assist law enforcement in the prosecution of hate crimes that might happen in or around their place of worship?

Hate Crime Statistics and Case Studies

- ▶ What are the most common hate crimes occurring in or around places of worship?
- ▶ What trends can be highlighted in current hate crimes statistics?
- ▶ What do these case studies tell us about hate crimes that may happen in the future?
- ▶ What are common and uncommon symbols of hate of which communities should be aware?

Responding to Active Shooter Training Overview and Securing Places of Worship

- ▶ What are best practices during an active shooter situation?
- ▶ What are the best practices for handling mobility-challenged individuals during active shooter situations?
- ▶ What steps can places of worship take to increase security while maintaining a welcoming space for worshippers and visitors?
- ▶ What are case studies that can be referred to by places of worship for educational purposes?
- ▶ What are the components of a well-considered active shooter response plan?
- ▶ What are contact teams, and how can they help in active shooter situations?
- ▶ What are some good resources for preparing for active shooter responses?

Protecting Place of Worship Community Panel

- ▶ What have been some challenges to open and honest communication among:
 - Places of worship
 - Community members
 - Law enforcement
 - Visitors and tourists
- ▶ What are some challenges to building trust between places of worship and law enforcement?
- ▶ Other than increased patrols and money for security equipment, what other support would help your community protect your place of worship?
- ▶ What are the typical challenges that you find in cooperating with law enforcement or other government officials around PPOW topics?
- ▶ What are you doing in your community that is working well?

Appendix F – Guidelines for Presenter and Organizer Preparation

Leading and speaking on a panel can be challenging because there are several elements to manage and consider. Facilitators should consult the checklist below to help manage the most important elements of presenting.

ROLE OF PRESENTER	
Program Goals:	Done
<ul style="list-style-type: none"> ▶ Familiarize yourself with the following program goals for participants: <ul style="list-style-type: none"> • Network with subject matter experts and members of other communities to share ideas, best practices, and resources to protect places of worship; • Identify best practices for how to protect places of worship; and • Identify federal, state, and local resources, programs, and tools to help protect/secure places of worship. 	
<ul style="list-style-type: none"> ▶ Have a clear vision of your topic and how it will be stated. 	
<ul style="list-style-type: none"> ▶ Consider your audience. Several different types of groups may be in attendance: <ul style="list-style-type: none"> • Civil rights groups • Community groups • Religious groups • Youth • Deaf or hard of hearing* • English as second language learners • Participants with varying degrees of knowledge on the topic 	
<ul style="list-style-type: none"> ▶ Prepare to answer questions that may relate to your topic and others on the panel and know when to refer a question to another panel member for guidance or clarity. 	
<p>Plain Language:</p> <ol style="list-style-type: none"> 1. Avoid excessive use of jargon and/or acronyms. 2. Always provide full form of acronyms before use. 3. Choose words carefully; words should have a singular focus and create concise sentences. 4. Keep the tone conversational. 5. Organize information by topic. 6. Keep your audience in mind. 	

ROLE OF FACILITATOR:	
Timing:	Done
1. Estimate timing of panelists' presentations and how much time the panel will spend on each topic. Check the amount of time allotted (usually 3 hours).	
2. Practice introduction monologues.	
3. Practice final monologues.	
4. Practice the pronunciation of panelists' names.	
Topics: Understand the order of the topics on the panel and how you can transition smoothly from the topic before and after your topic.	
Recommend CRS facilitator schedule and conduct a dry run one to two weeks prior to the forum.	

Appendix G – Event Supplies Checklist

Use this checklist to make sure the forum has all the necessary supplies and equipment.

Item	Purpose	Responsible
Projector	Show presentations	
Computer	Run presentations	
Clicker	Allows speakers to control their presentations without being near computer	
Speaker's podium	Gives working space to facilitator	
Panelist microphones	Allows panelists to be heard in large rooms	
Facilitator microphone	Allows facilitator to be heard in large rooms	
Chairs and tables	Provides seating and workspaces for audience, panelists, and facilitator	
Welcome desk table and chairs	Provides place for brochures and sign-in sheet	
Banners	Promotes CRS as the event sponsor	
Timer or clock	Helps facilitator manage timing of forum	
Note cards	Provides a place for audience members to write questions used during Q&A periods	
Pens	Allows everyone to take notes	
Pads for panelists	Allows panelists to take notes on questions	
Sign-in sheet	Gives attendees a place to sign	
Brochures	Promotes planning group members' and panelists' organizations	
Speakers' bios	Enhances credibility with audience	
Printed agenda	Informs audience on what to expect	
Food and drink (optional)	Encourages attendance	
Refreshment table (optional)	Provides place for food and drinks	

Appendix H– Sign-In Sheet

Program Name: Protecting Places of Worship Forum			Date:	Location:
Name	Email	Organization		

Appendix I – Attendees Notes

Notes:

Next Steps:

- <Suggested next step>
- <Suggested next step>
- <Suggested next step>
- <Suggested next step>

Additional Resources:

- <Suggested resources>
- <Suggested resources>
- <Suggested resources>

Appendix J – Handout: Safety for Faith-Based Events and Houses of Worship

Access this handout from the following link on the Department of Homeland Security website:

https://www.dhs.gov/sites/default/files/publications/17_0531_NSI_SAR-Faith-Based-Events-Houses-Worship.pdf.



Safety for Faith-Based Events and Houses of Worship

Domestic and international terrorism plots did not end with 9/11—in fact, they continue to threaten the United States, its citizens, and its critical infrastructures. Informed and alert community members play an important role in keeping our nation safe; this role includes the reporting of suspicious activity to law enforcement to assist in the prevention and investigation of criminal activity, including terrorism.

The Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)—a collaborative effort by the U.S. Department of Homeland Security (DHS), the Federal Bureau of Investigation (FBI), and state, local, tribal, and territorial law enforcement partners—was established to create a national capacity for gathering, documenting, processing, analyzing, and sharing SAR information. This approach includes participation by citizens and community members, as the prevention of terrorism and other crimes takes everyone's involvement.

The NSI is founded on the protection of privacy and civil liberties of all persons. This foundation is designed to assure community members that all information reported to law enforcement is vetted and analyzed by trained professionals to ensure that only information that is reasonably indicative of terrorist activity is shared.

The NSI is committed to partnering with faith-based communities to prevent, prepare for, and respond to terrorism. Faith-based events and houses of worship, such as churches, synagogues, and mosques, are inherently welcoming, with open access and publicly announced schedules for religious services and special events; however, this welcoming nature can pose risks. An open environment where a significant number of people of the same faith congregate regularly at specified times to worship, study, celebrate special events, commemorate days of significance, and host public gatherings presents unique security challenges. Members of the nation's faith-based organizations and houses of worship can take steps to proactively reduce risks and provide safe, secure, and unaltered places of worship and faith-based gatherings. The NSI is a standardized process—including stakeholder outreach, privacy protections, training, and facilitation of technology—for identifying and reporting suspicious activity in jurisdictions across the country and also serves as the unified focal point for sharing SAR information.

The NSI and its partner agencies will engage the faith-based community in an effort to bolster emergency preparedness efforts and to foster best practices to keep faith-based events and houses of worship safe. Informed, alert communities—including clergy, lay leaders, congregants, and visitors to places of worship—play a critical role in keeping our nation safe.

DHS's "If You See Something, Say Something"™ campaign is an effective program to raise public awareness of indicators of terrorism and terrorism-related crime and to emphasize the importance of reporting suspicious activity to the proper local law enforcement authorities. The campaign has also initiated partnerships with faith-based organizations to help engage religious leaders and congregants with the message of vigilance in identifying and reporting indicators of terrorism and other threats. Both the "If You See Something, Say Something"™ campaign and the NSI underscore the concept that homeland security begins with hometown security, where an alert public plays a critical role in keeping our nation safe.

Appendix K – Sample PPOW Flyer



COVER
BACK



U.S. Department of Justice (DOJ)
Community Relations Service (CRS)



Protecting Places of Worship Forum

Guide for Community Leaders