

Project for Certification in Church Business Administration

Safety & Security Policy for Churches

Area of Study: Administration

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Preface

In order for the reader to better understand the author's viewpoint and take on this project, it would be best if you would have an understanding about his background. Who we are and our specific situation help to shape how we handle and accomplish our activities.

About the Author

Gregory Gordon is the Executive Administrator at First Church of God in Saint Joseph, Michigan. His background is hotel, restaurant, and institutional management with 20 plus years in private club management. He is a certified club manager through the Club Managers Association of America. He has also managed a conference center with full food service and hotel accommodations. Greg answered God's call to ministry and completed a masters in ministry degree from Bethel College, Mishawaka, Indiana. Following his schooling he was ordained by the Church of God that is associated with Anderson, Indiana. He started attending First Church of God in Saint Joseph, Michigan in 1993. Greg became the first full-time Executive Administrator of First Church in 1999.

About the Church

First Church of God in Saint Joseph, Michigan is associated with Church of God, Anderson, Indiana. First Church began in 1906 in downtown Saint Joseph. The church moved “*to the country*” (2 miles from downtown) in 1952. An educational wing was added to the building in 1967. The Sanctuary was expanded in 1988. In 1998 the building was enlarged again to add classrooms, youth center, nursery, lobby, and multipurpose room. The building is currently 76,000 square feet.

First Church of God in Saint Joseph is the largest church in Berrien County, Michigan. It is located on a busy main thoroughfare that runs through South West Michigan. Thousands of people travel past the church facility daily. Since the church is growing, there is a need for more parking places. Because of this the church has purchased several commercial buildings. These commercial pieces of property were next to the church and were also on this busy road. The church razed the buildings and created more parking spaces. While it was a costly proposition, it would be at kingdom expense if the church had not expanded the parking lot. The church morning worship attendance increased 20% since the expansion of the parking lot.

In early 2004 the church is averaging around 1,200 people in Sunday worship attendance. The church and community has a strong conservative German background. Because of this, change comes slow.

The church facility is a busy place. We have 194 children in pre-school. There are women's Bible studies during the day as well as Mothers of Pre-schoolers, men's breakfasts, Bible Study Fellowship (BSF), youth discipleship groups, other ministry events and various "outside" groups meeting at the church facility.

Because of the church additions it is not an easy layout to navigate. There are many areas in which someone could get into or hide in. This layout does not help with the safety and security of the congregation.

Theological and Practical Rationale for the Project

The idea for doing this particular project did not come easy. I was trying to decide which one of two projects to focus on. I was either going to make an event planner that all ministries could use or a financial procedures manual. As I was praying over this decision, God made it clear to me that I was to focus on safety and security issues, policies, and procedures. At first I thought that I didn't hear him correctly so I prayed some more. God confirmed through other people that I should focus on this topic. I believe that he is either preparing us to deal with an "event" or that by focusing on this subject that he is helping us to stop an "event" from occurring.

First Church history would suggest that safety and security policies and procedures need to be tightened up. In the mid 1990's a person that used to attend First Church stopped by the church one Sunday morning. This person was diagnosed as being bi-polar and had gone off his medication. He came into the Sanctuary just as the service was beginning. He was yelling about and to the Senior Pastor. The interrupter took over the platform and was yelling obscenities and taking off his clothes. The congregation just stood around waiting for the police to arrive. They were a bunch of passive lambs waiting to be slaughtered. There was no coordinated way of dealing with the intruder. No one but the intruder took charge. There was no plan or means to deal with such an event.

Safety and security issues also raise some theological questions.

- Will our God protect us?
- Are we trying to take matters into our own hands?
- Do we lack faith?

The church must recognize that God can protect us. While it may appear that he may choose not to in certain situations, we have to believe that he is able. What scripture can we point to that will back up our need for safety and security while not causing us to feel like we are in a state of unbelief?

Probably one of the best Biblical and theological examples for this safety and security project is that of Nehemiah rebuilding the walls and gates of Jerusalem. The people were not safe living out in the open. We are also called to protect God's people as a shepherd protects its' sheep.

In Nehemiah 4:7-8 it states, *"⁷ But when Sanballat and Tobiah and the Arabs, Ammonites, and Ashdodites heard that the work was going ahead and that the gaps in the wall were being repaired, they became furious. ⁸ They all made plans to come and fight against Jerusalem and to bring about confusion there."* ¹ We are also under siege by the enemy. Through prayer they sought the guidance and protection from God. After the enemy became furious, Nehemiah called together the leaders and the people and encouraged them. Nehemiah 4:15-16

¹ Holy Bible, New Living Translation, Tyndale House Publishers Inc., Wheaton, Illinois 60189, 800-323-9400, www.tyndale.com

states, “¹⁵ *When our enemies heard that we knew of their plans and that God had frustrated them, we all returned to our work on the wall.* ¹⁶ *But from then on, only half my men worked while the other half stood guard with spears, shields, bows, and coats of mail.* ² This shows that the people had to be attentive about their safety. In the same way the church leadership team needs to have lay people involved in the safety program.

The book of Nehemiah, besides giving theological proof that we have a responsibility to have a safe and secure church, and it also sets the example for project management. First of all, Nehemiah had a passion for god and His people. When he heard about the remnant living in the rubble of Jerusalem he wept and mourned. Nehemiah was moved to action. He risked offending the king by asking for favors. It is important to note that he only asked the king after much prayer. He first prayed and then was led to ask the king.

Once in Jerusalem, Nehemiah first secretly inspected the conditions of the wall and gates. Once he had a plan and was prepared, he presented his thoughts to the people. Nehemiah was organized prior to starting the project.

Opposition arose after the rebuilding had begun. This again drove Nehemiah to his knees. He prayed throughout the project process. While some people wanted to fall away in fear of the opposition, Nehemiah continued to encourage

² Holy Bible, New Living Translation, Tyndale House Publishers Inc., Wheaton, Illinois 60189, 800-323-9400, www.tyndale.com

the people. Once the wall was complete they gave thanks to God, studied His word, and had a celebration.

So the pattern for project management that we see in Nehemiah is; passion, prayer, planning, organization, organization of teams, know that there will be opposition, continued prayer throughout the process, encouragement, praise and celebration after completion.

Another Biblical example of reasons for protecting church people and property comes from the parable of the talents. The complete parable is found in Matthew 25:14-30. Jesus tells of a master who entrusts valuables to his servants while he is away. The good servants use what was entrusted to them wisely and the wicked servant basically just guards it. He does not give a return on investment.

In Matthew 25:29 Jesus said, *"To those who use well what they are given, even more will be given, and they will have an abundance. But from those who are unfaithful, even what little they have will be taken away"*.³

Likewise, the Master is entrusting items of value to us. While the parable uses the example of money, God values the relationships and resources that he has equipped us with. We are to keep a good relationship with Him and with others. We are also to use the resources wisely, not bury them in the ground, but to be productive.

³ Holy Bible, New Living Translation, Tyndale House Publishers Inc., Wheaton, Illinois 60189, 800-323-9400, www.tyndale.com

It is easy in a church setting to have the mentality of guarding, protecting, and defending. While we should take care of the items entrusted to us, we are to use them to further the relationships with God and others. This means that carpet will get worn, walls will be scratched, and things will need to be replaced. We are to do our best to take care of that which is entrusted to us without abusing it. We are to safeguard what has been entrusted to us and give a return on the investment.

Statement of Objectives

Due to the removal of buildings the church facility is much more prevalent.

People did not realize how big the facility was. The church has drawn much more attention now that the facility is more visible. There are more and more people coming through our building to “check us out”. In a larger growing church it is difficult to know everyone that comes through the door. It appears that some people come to larger churches in order to hide and not be noticed. The difficulty lies in not knowing who is in the facility for good reasons or for misguided purposes. A larger church provides a setting where people blend in can easily be unnoticed.

Due in part to the increased attendance of Sunday morning worship, the church leadership believed that increased security measures needed to be taken. They felt that the church was vulnerable. They thought that items were coming up missing and that we had no good handle on furniture and fixture inventory.

The church leaders also believed that people’s safety was also in jeopardy.

What if someone became irrational during a Sunday morning worship service?

What if someone stormed the stage and made a scene? There were no plans or procedures to follow if such incidents were to occur. The church was still operating under a small town and small church mentality. The church leaders needed to realize that they were not living in Mayberry anymore. They could not

leave the building unlocked. They needed to create an awareness of people appearing odd or suspicious. The church needed to find ways of protecting their people. Even though the church was a “sanctuary”, it was in a hostile environment.

The church did have some protection systems in place. The church had a child protection policy. This policy was about ten (10) years old. The church had hired several new children’s ministry directors since the creation of the policy. While the policy looked good on paper it was not followed. People were put into service before they went through the approval process. There were times when only one (1) adult was in a room with children. The process had become muddled and was simply not followed. Also, it seemed that no one really cared. There was no follow-up.

Some of the reasons for this failure were that it was a previously written policy. The ministry directors that came after the creation of the policy did not feel ownership to it. The child protection policy was set up to be a self governing system. There was no group of people overseeing this policy and its procedures to make sure that it was being administered appropriately. In essence, it was set up for failure. Fortunately the church did not have any incidence of impropriety.

Therefore, the objectives of this project are broken down into four (4) main areas.

The first area of safety and security to be considered is child protection. The church wanted to answer the questions;

- How does the church keep the children safe from sexual misconduct?
- How does the church keep the children's ministry workers, teachers, sitters, etc., safe from false accusations?
- How does the church keep children safe from disappearing whether it be kidnapping or wondering off and not knowing their whereabouts?
- How should the church manage the children's ministry program so that they can ensure that the child protection policy and procedures are being followed?
- How does the church know that they are doing everything that they should be doing?

Another area of the safety and security policy is property protection. In nature there are two (2) ways to get rid of pests. Take mosquitoes for example, one can either try to attract them to a bug zapper or try to repel them with sprays, lotions, or potions. The church choose to repel rather than attract this type of character.

The church wanted to make the church property un-inviting to would be thieves.

The church would do this by;

- Limiting access into the building

- Limit access into rooms.
- Limit “loose” equipment, i.e. portable equipment like TV’s and VCR’s as opposed to having TV’s and VCR’s permanently mounted in class rooms.
- Permanently mark all equipment with the churches name in a very conspicuous place, i.e. the front of each TV for example
- Inventory furniture, fixtures, and equipment on a periodic basis.
- Creating an active committee to periodically review inventory, policy, and procedures.
- Provide training to those who will help with property protection.

The third area to be examined is that of emergency response. How should the church leaders respond to emergencies such as fire, tornado, or medical emergencies such as heart attack? The churches objectives in this area of the safety and security policy are;

- Create procedures to be followed before, during, and after emergencies whether natural, i.e. tornado, or manmade, i.e. bomb threat.
- Create procedures to be followed before, during, and after medical emergencies.
- Provide a system of training for those involved with emergency response.
- Create and maintain a group of people with the authority to monitor and adjust the policy and procedures relating to emergency response.

The fourth and final area of safety and security that the church leaders wanted to set up policies and procedures for was that of People protection. The church leaders wanted to know how to protect them from Columbine School or Wedgwood Baptist Church type incidence. Columbine is a school where two students went armed with guns and killed 14 people. At Wedgwood Baptist a person entered the church facility and shot seven (7) people at random.

The Federal Bureau of Investigation (FBI) states that, *“Violence -- whether in a school, home, workplace, or on the street -- is a complex issue with complex causes and consequences. Imagining that there are easy answers and instant solutions is counterproductive: there is no easy way to attack the causes and no simple formula that can predict who will commit a violent act. It is also true, however, that violent behavior develops progressively, that making a threat represents a stage in an evolutionary process, and that there are observable signs along the way that most of us can see if we know what to look for.”*⁴

First Church’s objectives could be answered by asking these questions;

- How does the church make itself unappealing to people that want to harm others?
- How do we know what behaviors or items to look for so that the church can head off a situation before it happens.
- What procedures should the church follow if some were disruptive, i.e. causing a disturbance similar to the one in the mid 1990’s?

⁴ <http://www.fbi.gov/publications/school/school2.pdf>

- How should the church train security personnel to best handle dangerous situations?
- Should the church add hired security personnel?
- How should the church and can the church monitor safety in this area of the safety and security policy?

The overarching goals of this safety and security policy and procedures manual project are to;

- Create policies and procedures that will increase the churches safety and security to an acceptable level.
- Recruit and train laypeople to be a part of the safety and security team.
- Have the safety and security leadership team periodically review the policies and procedures to ensure that the church is operating at its desired level of safety and security competence.

Journal of Project Management

The first step for the Christian in any journey should be that of prayer. Proverbs 3:5-6 states, “*Trust in the Lord with all your heart; do not depend on your own understanding. Seek his will in all you do, and he will direct your paths.*”⁵ God wants to be a part of everything that we do. Since he knows everything we would be foolish to not follow his lead. Throughout this project God provided a means and a way. After all, God encouraged the church leaders to establish the safety and security policy and procedures.

In the beginning of this project there were many questions;

1. What was the church doing right?
2. What was the church doing wrong?
3. What was the church not doing that we should?
4. How does the church know what it should be doing?
5. What are other institutions doing?
6. Who is doing it right?
7. What are the steps and processes to be safe and secure?
8. What are the latest trends in safety & security

⁵ Holy Bible, New International Version,

While these questions help to figure out what to ask, the church needed to have an organized plan of attack. Once prayer was established as the first and ongoing guide, a project charter was created.

This project was organized using project management skills. The project was broken down using a project charter. A charter is similar to a contract. The project charter states;

1. Mission and purpose
2. Key drivers/reasons for the project
3. The risks and challenges of the project
4. The deliverables – what will we have when we are done with this project
5. Timing schedule
6. Resources that will be needed
7. Project leadership – Who should be involved?
8. Sponsor and input – Who is the boss that needs to approve of the project

First Church's safety and security project charter is listed here.

Mission and purpose

- To create policies and procedures that will increase the churches safety and security to an acceptable level.

Key drivers/reasons for the project

- Current child protection policy was not be completely followed.
- Items were disappearing from the church
- No one knew what to do if an emergency occurred
- No plans or procedures were in place to protect our people from someone getting irate and causing a disturbance.

The risks and challenges of the project

- No buy in from the Advisory Council
- Not enough funds available to support it.
- Lack of commitment from lay people.
- Lack of concern by congregation.

The deliverables

- A policy and procedures manual
- A safer environment in and around the church facility
- Trained and aware security team

Timing schedule

- Layout the necessary steps to be taken
- Conduct research
- Create a first draft safety and security policy and procedure manual
- Enlist specialist and volunteers to be on the safety and security team of leaders
- Review the first draft of the policy and make revisions
- Adopt the amended policy
- Train the necessary and involved team members
- Implement the safety and security policy and procedures manual
- Periodic follow-up to ensure that the policy is being abided by.

Resources that will be needed

- Walkie talkies with ear pieces
- Name tags
- Funds for CPR training
- Funds for first aid training
- Funds for AED (Automatic Emergency Defibrillator) purchase.
- Funds for other medical supplies
- Funds for a security camera system
- Funds for a security system
- Funds for monitoring the fire alarm and fire sprinkler system
- Funds for administration, i.e. paper supplies, copier costs, etc...

- Time, and lots of it.

Project leadership

- Executive Administrator
- Insurance Agent
- Congregational Nurse
- Lawyer
- Police Officer(s)
- Pastor of Children's Ministry
- Children Ministry Leaders
- Middle School Ministry Leaders
- High School Ministry Leaders
- Facility Ministry Leader
- Head Usher

Sponsor and input

- Senior Pastor believed that there was a need for increased safety and security and urged the Executive Administrator take on and complete this project.
- Advisory Council to give stamp of approval

Now that we had a project charter it was time to develop teams. We needed to investigate the question, “who should be on these teams?”

The First Church team leader made two different teams. The first team was that of the child protection team. This consisted of

- The Executive Administrator
- Children’s Pastor
- The Child Safety Director (unpaid position)
- Youth Ministry Assistant (staff part-time with middle school emphasis)
- High school lay person

The second team focused on the remaining three (3) sections of the policy;

- Property Protection
- Emergency Response
- People Protection

This team consisted of;

- The Executive Administrator
- The Congregational Nurse
- The Churches Insurance Agent
- Two (2) Police Officers
- The Head Usher
- The Churches Attorney

Research

With the project charter as a guide, the next phase of the project was to do research. Over a period of time several churches were contacted in order to learn from them. Listed below are some of the better or more interesting churches in regards to safety and security policies and procedures.

Wedgwood Baptist, ⁶

Mike Holton, Administrator

In 1999 Wedgwood Baptist experienced a traumatic event. “A lone gunman entered the south foyer of the church and opened fire at me (Jeff Laster) and five of my friends, before proceeding down the hall and into the worship center. When he had finished, seven people were wounded and eight people were dead, including the gunman at his own hands”. ⁷

Mike Holton is the church business administrator and was there when this tragic event occurred. When asked about their safety and security policies and procedures, Mike stated that they do not have any. The Senior Pastor has always stated that they should have security in the Lord and not try to create their own security. They desire to be welcoming and still give people a sense of

⁶ Wedgwood Baptist Church, 5522 Whitman Avenue, Fort Wroth, TX 76133, 817-292-1400, www.wedgwoodbc.org

⁷ Welch, Robert H., “Serving by Safeguarding Your Church”, Zondervan, Grand Rapids, Michigan, 2002

safety and well being. They have no formal plan. They have no security personnel.

The church does have a door lock system that locks and unlocks the doors at set times. This does not prevent people from propping doors open. About their only other security measure is that their deacons roam the halls to greet new guests and therefore strangers.

Southeast Christian Church,⁸

Ron Aguiar, Director of Safety & Security,

Southeast Christian Church is a very large church. They do have both uniformed and non-uniformed security personnel. Ron wrote a book called “Risk Management for Today’s Church”. In it he gives guidelines for various risk topics. It appears that Southeast Christian goes to the extreme to safeguard against any type of loss.

From this study of churches it is evident that there is a wide gap between large proactive churches and everyone else. Most churches that were surveyed have a child protection policy and no other safety policies. There are no procedures for fire or other disasters. These churches do not have any type of proactive safety policies or procedures to protect their congregation.

⁸ Southeast Christian Church, 920 Blankenbaker Parkway, Louisville, Kentucky 40243-1845, 502-253-8902, www.southeastchristian.org

Very large churches generally have safety and security policies and procedures. Some have their own security force, generally paid positions, but most have hired outside security companies to protect the church building and the church people. The majority of the hired security personnel do carry firearms.

While speaking to these various administrators was interesting, it wasn't very helpful. The smaller churches had no security program and the very large churches had a good program and hired security companies. There was a big difference between the two approaches.

First Church needed to have a good program for us in our setting. The church needed additional information and so the research continued. The safety and security team leader read through various books. The most useful books were "Serving and Safeguarding Your Church" by Robert H. Welch, and "Risk Management Handbook for Churches and Schools" by James F. Cobble, Jr. and Richard R. Hammar. The book by Welch suggested some good practical information for protecting your church. The risk management book took an insurance and legal point of view. Both books were helpful in their own right.

The team leader also searched the internet for information. The internet has a vast array of sources and information. Most church web sites only talk about their child protection policy. While the internet was not that good in retrieving

copies of security policies and procedures, it was good to find sources and contacts that did have useful information.

The majority of useful security information however, came from educational institutions. Colleges and universities focused more on safety walking around campus and how to be secure in your dorm. Middle schools had some useful ideas in their policies. Please see the bibliography at the end of this report.

Other resources that were researched and were helpful were insurance companies. The team contacted several insurance companies that specialize in churches. The companies contacted were:

- Brotherhood Mutual Insurance Company ⁹
- Church Mutual Insurance Company ¹⁰
- Cincinnati Insurance Company ¹¹
- Guide One Insurance Company ¹²

These companies are generally very happy to help you with improving your risk management. They provide pamphlets, videos, checklists, classes, brochures, and other materials typically free of charge. One needs to keep in mind that most of this material is from a risk management point of view and while helpful it

⁹ Brotherhood Mutual Insurance Company, 6400 Brotherhood Way, P.O. Box 2227, Fort Wayne, Indiana, 46801-2227, 800-876-4994, www.brotherhoodmutual.com

¹⁰ Church Mutual Insurance Company, 3000 Schuster lane, P. O. Box 357, Merrill, WI 54452, 800-554-2642, www.churchmutual.com

¹¹ The Cincinnati Insurance Company, P.O. Box 145496, Cincinnati, Ohio 45250-5496, 513-870-2000, www.cinfin.com

¹² Guide One Insurance Company, 1111 Ashworth Road, West Des Moines, Iowa, 50265, 888-218-8561, www.guideone.com

can be cumbersome to implement. The material needs to be adapted to your personal application.

Other research and resources that were investigated were security companies, libraries, police officers, and government agencies, i.e. FBI ¹³. So, there are many different sources in which to pull information. One needs to understand the point of view of the supplier of the information and if appropriate adjust the information to be useful in your setting.

First Draft

A first draft of the safety and security policy and procedures manual was created once the majority of the research was completed. It needs to be noted that research continued after the main research emphasis had finished. The reason for this is that new information and leads are found out on an ongoing basis. We should never stop learning.

¹³ Federal Bureau of Investigation, 935 Pennsylvania Avenue, NW, Room 7350, Washington, DC 20535, (202) 324-3000, www.fbi.gov

In creating the first draft of the policy multiple samples and ideas were used. Since First Church was trying to create a policy which fit them best, certain parts of various policies were adapted to the churches needs. The First Church policy was in four major sections;

- Child Protection
- Property Protection
- Emergency Response
- People Protection

We now will look at the first draft of each section.

1. Child Protection

The team leader thought that this was going to be the easiest section to have since there already was a working document. The Child Protection Policy was in existence for years. The situation however, was not as it appeared. While the church did have a policy in place it was simply not being followed.

The system was a mess. Lay volunteers were put into service as soon as they filled out the application. There were lay people teaching Sunday School that were living together. There were normally only one (1) adult to a classroom of elementary students. On average it took over 4 months to get someone approved once they filled out an application. Some applications came up missing. Applications were found in multiple filing cabinets, in boxes, behind office equipment, and other various places. Confidential questionnaires were not

locked up but like the applications they were scattered about. There was a policy but it was not being fully followed.

Another problem with the child protection policy was that it was self policing. The Children's Ministry Team oversaw the application process. No other group looked to see if the policies and procedures that had been established were being followed. Therefore, it could loosen the way that it operated and no one would know the difference.

Revising this existing policy took more finesse than previously anticipated.

People that had some connection with it felt some ownership. It was delicate work to make "improvements" without leaving scars. Some people see change as loss. In our environment and culture change does happen s-l-o-w-l-y.

2. Property Protection

Not having a policy in place made the implementation of one easier. The team leader did not hear, "*but that's not how we have done it*". The first draft went exceptionally well. The safety and security team made some suggested improvements. They actually wanted to go extra steps to make the property even more secure. Again, the church took some samples of policies and make them fit into our context. The difficulty comes when someone cannot enter into the building through a side door due to heightened security.

3. Emergency Response

The emergency response team was very enthusiastic about proceeding with the policy. Only a few changes in the first draft were altered. The team began to focus on training.

4. People Protection

The people protection policy was by far the most difficult to put together. The reason for this is that there are so many variations of what and how something can occur. Can you determine if, when, and how someone could come into your church and cause people harm? No, you can't. One does not know if they will use a gun, a knife, or other tool of destruction.

The goal of the team was to have a policy that helped to inhibit such occurrences. The team wanted to make the environment unfavorable to such events without turning away "seekers". The research showed that anything that the church did in this area was better than most other churches. The team had to create its own policy.

Once the safety and security teams had reviewed the first draft of the policies, they needed to make revisions. The team was quite open and honest in their evaluations of the policies. They made some good observations and improvements to the procedures. It was very beneficial to have specialists working on this project.

Adoption of the Policy

The safety and security policy and procedures were presented and approved by the Advisory Council. While the Advisory Council approved the policy, they only approved the concepts. The Council did not go over specifics in the policy. They operate on a higher level. The Advisory Council would become quagmire if they dealt with specifics. Instead, they trust the people making the decisions and the Advisory Council sets operating principles and guidelines. A copy of the brief policy description that went to the Advisory Council is included in the appendices.

The Team Process

While using teams are a good idea, it can also be difficult. One of the challenges is setting up meeting times. Having regular meeting times did not work for the First Church Team. One time you might be missing one or two people and then the next meeting you may miss one or two different people. Therefore, it would take two meetings to accomplish what you wanted to do in one. It was slow going trying to get everyone together and keep everyone in the loop. The people that would show up for every meeting were penalized since they had to go over everything twice.

The good part of teams is that one receives valuable information that one would not normally get. Their knowledge can be excellent. Proverbs 11:14 states,

*“Without wise leadership, a nation falls;
with many counselors, there is safety”.*¹⁴

Proverbs 15:22 states,

*“Plans go wrong for lack of advice;
many counselors bring success”.*¹⁵

Training

Training is the process of converting the written policies and procedures into action. Now that the policy had been written it needed to be implemented. Due to the safety and security leadership teams skill set, they could give good guidance to the individuals that would be needed to carry out the policies and procedures.

Lay volunteers, or partners in ministry, often do not see the big picture or need of change. The leadership team needed to be reminded that they were much farther along in knowledge of this project than the fresh recruits that we wanted to train. The team had to “back up the bus” so to speak and get the new partners on board. Once we did that then the project started rolling again.

¹⁴ Holy Bible, New Living Translation, Tyndale House Publishers Inc., Wheaton, Illinois 60189, 800-323-9400, www.tyndale.com

¹⁵ Holy Bible, New Living Translation, Tyndale House Publishers Inc., Wheaton, Illinois 60189, 800-323-9400, www.tyndale.com

One consideration that needs to be thought about is where to get these partners from. Most people would rather give you money rather than their time. The team had to cast a compelling vision so that the new partners would join us in what we were doing. We wanted people to see the importance of what we were trying to accomplish.

As with most any cause there are three (3) groups of people; those that always say 'yes', those that always say 'no', and those that are undecided. The team was going after the undecided group while also enlisting the 'yes' group. The one exception to this was the ushers. The team, including the head usher, basically told the ushers that they needed to be involved. It was more of a requirement for them.

The greeters were going to be used even though the team didn't really need to adjust what the greeters were doing. The greeters were to be on the exterior of the building doors so that they could be seen by any would be assailants. The team wanted to make it an un-appealing environment for unwanted behavior.

Implementation of the policy and procedures

Certain parts of the safety and security policy were easier to implement than others. The easiest section to implement was property protection. The reason for this is simple; this area didn't directly affect people. This section would affect

them if they went to use a TV and VCR and there were none. Otherwise, people simply did not notice or care.

As the number of people that a policy affects increases, there is an increased possibility of disturbance. The important thing to do prior to making changes is to communicate, communicate, and communicate. People want to know. The First Church team could have done a better job in this area. Since perception is reality, if your target audience doesn't get it, then you have failed in communicating your message. Of course some people are not going to get your message no matter what. The important point to remember is that communication takes concerted effort and time. One needs to keep sending the message and in a variety of methods both verbally and in print. First Church communicates through the weekly worship folder, member (partner) mailboxes, monthly news letter, message TV's, from the pulpit, flyers, and word of mouth.

Follow-up

In addition to the initial training, the team would need to do an ongoing analysis for the first few months once the plan had been implemented. Later, the team will do a follow-up at six (6) months and then an annual review thereafter. If the teams do not check to make sure that the various ministries personnel are following policy and procedure, then the safety and security will quickly degrade. Since the safety and security policy team has seen the problems in not doing

follow-up of the original child protection policy, they will make sure that the policy is adhered to.

Evaluation of Findings

- One can never pray enough. It is written in James 4:2b, “*The reason that you don’t have what you want is that you don’t ask God for it*”¹⁶. The team leader, Executive Administrator, prayed about the ‘big’ items with this project, i.e. that we have a good policy, but he failed to pray for each individual team member, meeting times, meeting agendas, peoples schedules, and the various ‘smaller’ components of the project on a regular basis.

In 1 Thessalonians 5:17 we are called to, “*pray continuously*”¹⁷. Philippians 4:6a reads, “*Don’t worry about anything; instead, pray about everything*”¹⁸.

The team leader failed to do both of these verses.

- The overarching goals of this safety and security policy and procedures manual project were to;
 - ⇒ Create policies and procedures that will increase the churches safety and security to an acceptable level.
 - ⇒ Recruit and train laypeople to be a part of the safety and security team.

¹⁶ Holy Bible, New Living Translation, Tyndale House Publishers Inc., Wheaton, Illinois 60189, 800-323-9400, www.tyndale.com

¹⁷ Holy Bible, New Living Translation, Tyndale House Publishers Inc., Wheaton, Illinois 60189, 800-323-9400, www.tyndale.com

¹⁸ Holy Bible, New Living Translation, Tyndale House Publishers Inc., Wheaton, Illinois 60189, 800-323-9400, www.tyndale.com

- ⇒ Have the safety and security leadership team periodically review the policies and procedures to ensure that the church is operating at its desired level of safety and security competence.

In the creation of the safety and security policy and procedures manual the team leader came to the understanding that renovation is tougher and more time consuming than building from scratch. While the church had an existing child protection policy already in place, it took far more effort and energy to update it. Originally the team leader thought that the existing policy would be easier to update. This was not the case. People had experience with the 'old' policy. They tended to want to keep it and have ownership of it. Change comes slowly. It was easier to have people grow with you in and through the development of the policy process.

- In general, one needs to adjust the resources to fit your particular setting and application. A policy from a different establishment may give you some useful ideas and principles, but it won't completely fit your situation. Therefore, some resources will be more valuable to you than others. Larger churches have security companies or their own hired security personnel. For the most part everyone else is not paying too much attention to safety and security.

- Time is valuable. Make sure that people on the committee are aware of what is required before they commit to being a part of the leadership team. While the time expectation was explained, the point was not driven home that they needed to be and that they were expected to be at every meeting. The part of this project that went well, regarding time, was the team leader bringing a rough draft of a policy to the team. This saved time since the team did not have to create a policy from scratch.
- Good training takes time, energy, and resources. Some lay people do not want to give up another night or Saturday. They sometimes do not see the importance. The vision and importance needs to be recast on an ongoing basis. First Church has not finished with all of the training. This will be an ongoing concern as they adjust and improve the policy and its procedures. This will take time, energy, and resources.
- Periodically reviewing the process will communicate that safety and security is important. This ensures that the policy and procedures will be followed. First Church failed to do this with the original child safety policy. It was self policing and therefore became lax. While the complete safety and security policy and procedures are new, the church plans on monitoring it closely and reviewing it on a regular basis.

- It is never completely finished. The team has learned that there is new information and items to be added that we didn't originally consider. The team basically built a good framework on which to grow.

Other risk management items to be addressed are:

- ⇒ Improved lighting at exits
- ⇒ Have a monitoring service monitor fire, sprinkler and other alarms
- ⇒ Obtain a CCTV & recording device
- ⇒ Obtain medical information for sports events and off campus events
- ⇒ Have a lock out tag out program when working on electrical equipment
- ⇒ Need a policy and guidelines concerning volunteer owned vehicles
- ⇒ Need motor vehicle records for drivers of church and independent owned vehicles
- ⇒ We should have guidelines for mission trips
- ⇒ Should have key people protection, i.e. Senior Pastor escort to "safe room"
- ⇒ Inventory - Photo (still & video) of building and contents
- ⇒ Select and publicize to the congregation who our public relations spokesperson is for First Church of God.
- ⇒ Map and list our utility cut off locations
- ⇒ Need a facility vendor list. This states which vendor takes care of keys, copier, carpentry, piano tuning, etc... in case of emergency

- ⇒ Bank & account information should be stored in an off-site location.
 - ⇒ Computer back up policy and procedure
 - ⇒ List local agencies for assistance; hospital, red cross, fire dept, radio stations, etc...
-
- Project management skills and tools were a big help. These tools helped to plan the work and work the plan. However, the team leader was too optimistic in regards to the project time table. The project was moving along fine and it appeared that it would finish ahead of schedule, but dealing with committees, teams, and other duties slowed down the process. Overall project management tools are worth using. They will help the administrator with various projects that come up from time to time.

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Appendix A

Child Protection Policy

CHILD AND ADULT PROTECTION POLICY AND PROCEDURES

FIRST CHURCH OF GOD

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(616) 983-1524

PROPOSED - OCTOBER, 1996

REVISED AUGUST, 1997

REVISED MAY, 2004

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Why This Booklet

First Church of God in St. Joseph, Michigan is a spiritual community which takes seriously our responsibility to provide a safe and nurturing environment for children and youth who participate in ministries. All workers who are in leadership roles in these ministries are living out their commitment as followers of Christ and the promises we make as a congregation to nurture our children and youth in the Christian faith.

The disturbing and traumatic rise of physical and sexual abuse of children has claimed the attention of our nation and society. The following statements reflect the commitment of First Church of God to provide a safe environment for all children, youth, volunteers, and staff who participate in church-sponsored ministries.

In efforts to provide a safe environment for children, youth, volunteers and staff, the church requires all workers to commit themselves to The Handbook of Policies and Procedures for Child/Youth and Adult Worker Protection adopted by the First Church of God Church Council. In doing so, each worker will be asked to review the church policies and procedures in this area and agree to them, provide personal information, attend a training session on recognizing and handling abuse and understand that each worker will be under the supervision of a staff person. It is our desire to be sensitive to the safety and needs of our children and youth.

In summary, these policies are necessary for the following reasons:

- To safeguard the children and youth of the church from abuse occurring on the church premises and other locations during ministry programs and activities.
- To protect employees and volunteer workers from potential false allegations of abuse.
- To limit the extent of the church's risk and liability due to abuse.
- To affirm the church's value to have well trained and equipped workers who can effectively meet the needs of its families and present a positive Christian witness to the community.

I. DEFINITION OF CHILD ABUSE

Child abuse is damage to an individual under the age of 18 and/or 12th grade for which there is no "reasonable" explanation. Child abuse includes non-accidental physical injury, neglect, sexual molestation and emotional abuse. "The abuser may be an adult, an adolescent, or another child. This abuse may be violent or nonviolent. All child sexual abuse is an exploitation of a child's vulnerability and powerlessness in which the abuser is fully responsible for the action." (*Church Law & Tax Report*)

II. POSITION STATEMENT ON CHILD ABUSE

First Church of God believes that children are our gift from God---a gift to be treasured, nurtured and shown God's love. Because of this strong conviction, First Church is committed to providing a safe environment, free from abuse of minors, at all times during officially sponsored activities for members and guests of First Church of God.

We have taken steps to make sure that children in our ministries and programs are safe. All staff and volunteers who work with minors are carefully interviewed, screened and trained in child safety awareness. A policy of no one adult ever being alone with a child, without parental permission, is strictly enforced. First Church of God continues to evaluate and update its procedures in an effort to maintain this record of excellence.

III. POSSIBLE INDICATORS OF CHILD ABUSE AND NEGLECT

Following are definitions and general indicators of potentially abused children. Any one indicator does not necessarily mean that abuse has occurred. They may also indicate stress or anxiety in a young child. However, if a number of indicators are present, it is wise to consider the possibility of abuse.

Definitions and Signs of Abuse and Neglect

Abuse represents an action against a child. It is an act of commission/ omission generally of four kinds:

1. Physical abuse: injury/death inflicted other than by accidental means.
2. Sexual abuse: an act of a sexual nature upon or with a child. The act may be for the gratification of the perpetrator or a third party, or for exploitation of the child.
3. Mental/Emotional abuse: an injury to the intellectual or psychological capacity of a child/youth as evidenced by an observable and substantial impairment or ability to function within his/her normal range of performance and behavior.
4. Neglect: is failure to act on behalf of a child or youth. It is an act of omission.

Abusive behaviors may include but are not limited to:

Touching fondling oral, genital/anal penetration
Intercourse forcible rape gross sexual imposition

Non-touching

verbal comments
exposure to pornography
obscene phone calls
witnessing sexual activity
exhibitionism

POSSIBLE INDICATORS OF PHYSICAL ABUSE

- Unexplained bruises or welts (bruises in various stages of healing - different colors, old and new scars together).
- Unexplained burns (cigarette, etc.).
- Unexplained broken bones.
- Unexplained cuts or scrapes.
- Unexplained stomach injuries.
- Bald spots and scalp bruises (caused by hair pulling)
- Human bite marks
- Unbelievable explanations of injuries or claiming no knowledge of the source of injury.
- Exhibits habit disorders (sucking, biting, eating disorders).
- Shrinks away from touch.
- Nervousness, fearful or hostile behavior toward adults
- Afraid to go home.
- Fears parent(s) or caregiver.
- Overly aggressive or withdrawn.
- Seeks more than average amounts of affection from other adults.
- Acting out sexual behavior
- Withdrawn from activities and friends

POSSIBLE INDICATORS OF SEXUAL ABUSE:

- Difficulty in walking or sitting.
- Unusual knowledge of or interest in private parts.
- Bed-wetting
- Depression or withdrawn behavior.
- Poor relationships with other children.
- Acting out of adult sexual behavior.
- Indirect hints that allude to problems.
- Pain or itching around private parts.
- Stomach-aches.
- Sleep problems or nightmares.
- Sudden behavior changes.
- Reluctance to go to the bathroom.
- Anxiety, irritability, constant inattentiveness or withdrawal.

POSSIBLE INDICATORS OF MENTAL OR EMOTIONAL ABUSE/NEGLECT:

- Speech problems
- Slow mental or emotional growth.
- Anti-social or destructive behavior
- Dramatic emotional swings.
- Low self-esteem.
- Habit of sucking, biting, or rocking.
- Loss of appetite.

NEGLECT:

Neglect is failure to act on behalf of a child/youth. It is an act of omission. A neglected child is one:

1. Who has been abandoned by parents or custodian.
2. Who lacks proper parental care because of the faults or habits of his/her caregivers.
3. Whose caregivers do not provide the necessary food, clothing, education, medical, or other care.
4. Whose caregivers do not provide the support or special care made necessary by the child's mental health or physical disability.

POSSIBLE INDICATORS OF NEGLECT:

- Under-fed or constantly hungry.
- Constantly unclean/poor hygiene.
- Unattended medical needs.
- Growth rate below normal.
- Begging or stealing food.
- Lack of supervision.
- Constantly fatigued, listless, or absent/vacant stare.

IV. CHILD AND FAMILY MINISTRY (CFM) LEADERSHIP REQUIREMENTS FOR LEAD TEACHERS AND HELPERS

- Need to have worshipped for at least 6 months at FCOG
- Need to have enrolled in First Church 101 and plan to complete
- Nursery workers must be at least 16 years old
- Early childhood helpers must be at least 12 years old
- New applicants will not be placed in lead positions until properly trained, applicant is ready, and if the CFM team agrees to the age appropriate placement
- Early childhood lead teachers must be at least 16 years old
- Must meet the job description requirements
- All current employees and volunteers must go through the application and screening process.
- The worker must be at least 2 years older than the age level group that they will be working with.
- Those who cannot be approved to work with children/youth:
 - a) Anyone who is known to be currently under investigation for or convicted of criminal sexual conduct, neglect of a child, physical abuse against a child, youth or adult.
 - b) Anyone who does not comply with the application and screening process.
- Adult survivors of child abuse will be required to meet with the Children and Family Ministry (CFM) Pastor and / or the Ministry Placement Coordinator (MPC) before being approved to work with children or youth.

V. APPLICATION AND SELECTION PROCESS

1. A children and family ministry application may be obtained from the ministry placement coordinator.
2. The completed application is returned in the envelope provided to the Children and Family Ministry (CFM) Pastor.

3. The received date is stamped on the application and recorded on the checklist form.
4. The CFM Pastor reviews the application.
5. The application is given to Ministry Placement Coordinator (MPC).
6. The application is dated when MPC receives application.
7. The MPC performs the reference checks.
8. MPC dates it when it is returned to the CFM pastor.
9. The CFM Leadership team approves or disapproves applicant.
10. The Approval date is stamped on application.
11. The application (without personal situations sheet) is given to office manager for input into Shelby computer system.
12. The application is dated when it is entered into the computer.
13. The personal situation sheet is filed in a pastor's only file under lock and key.
14. The application goes to CFM leadership team for placement.
15. The age appropriate coordinator interviews the applicant. The age appropriate coordinator prayerfully considers each applicants spiritual gift, personality, and passion when placing them in a leadership position.
16. A planned time for training is scheduled.
17. Each prospective children or youth worker is required to read the Handbook of Policies and Procedures for Child/Youth and Adult Worker Protection and complete and sign the appropriate application. By signing the application, the prospective worker indicates that they have read, understand and agree to adhere to the policies contained in this child safety policy.
18. The applicant begins serving in a place of ministry.
19. The age appropriate coordinator will review the newly placed ministry worker in six (6) months.

20. Those who cannot be approved to work with children/youth:
- A. Anyone who is known to be currently under investigation for or convicted of criminal sexual conduct, neglect of a child, physical abuse against a child, youth or adult.
 - B. Anyone who does not comply with the application and screening process.
21. Adult survivors of child abuse will be required to meet with the Children and Family Ministry (CFM) Pastor and / or the Ministry Placement Coordinator (MPC) before being approved to work with children or youth.

VI. EXPECTED WORKER CONDUCT AND PREVENTION POLICIES

The following guidelines and policies have been established to avoid instances and allegations of child sexual abuse.

Avoid the Appearance of Abuse

Parents today are extremely aware of issues relating to children and teens including the risk of sexual abuse - and rightly so. Hundreds of cases have been aired in the media about “trusted” individuals who have taken advantage of children and youth. This has led parents to question and suspect everyone - even people in the church.

In general:

- Always share disciplinary actions with your leader or supervisor.
- Inform parents and document any observations of out-of-the-ordinary conduct.
- Any worker engaging in inappropriate conduct with a child / youth should be confronted by one of the other adults present. In the spirit of Christian accountability, if behavior is repeated it must be immediately reported.
- Any worker’s service will be terminated for continued violation of such warnings, or for a single violation of sufficient gravity.
- Adults who work with children/youth should understand that sexual relationships with minors can lead to a felony conviction and imprisonment in a state penitentiary.
- Inappropriate behavior includes that which would portray “even a hint of sexual immorality” Ephesians 5:3.

Examples are: (not intended to be inclusive)

- hugs that could be interpreted as too intimate (kids need healthy hugs)
- members of the opposite sex laying across each others’ laps
- being under a blanket with someone else
- sitting on top of another person while giving a back rub or massage
- touching someone in any inappropriate way when alone
- meeting any child / youth alone in a private, secluded place

Be Aware of How You Touch

Touch is a powerful form of communication. It is exceptionally effective in getting a child's/youth's attention, comforting a child / youth, or communicating approval. When abused, touch can leave scars in the life of a child/ youth. With this in mind, please follow these guidelines:

1. Touch must be non-demanding. This means that hugs and kisses should not be forced upon a child / youth.
2. Touch must be gentle and passive, not aggressive.
3. A touch should be conscious and not a haphazard touch.
4. Never fondle a child / youth. Touching a child / youth in the following areas are not be permitted: chest, genital areas, upper legs, buttocks (not intended to be an inclusive list). Exceptions obviously are hugs, first aid, diaper changing, and potty training.

For no reason should discipline be handled in a physical or verbally abusive manner.

Abusive Physical Discipline (corporal punishment)

- Slapping, kicking, punching, hitting, shoving, hair-pulling, twisting, pinching
- Discipline that leaves a bruise, mark, or cut
- Discipline administered with any device or object (such as a paddle)
- Discipline followed by a request/threat to the child/youth not to tell anyone what happened, not to report the discipline, or not to show anyone a mark or bruise

Abusive Verbal Discipline

- Shouting or yelling, threatening, hurling insults or obscenities
- Discipline that is intended to humiliate a child/youth
- Discipline by refusing to speak to a child
- Discipline that involves bribery, coercion, or threats
- Discipline followed by a request/threat to the child not to tell anyone what happened, not to report the discipline

VII. REPORTING AND HANDLING OF VIOLATIONS

Any incident reported involving a minor child as a victim or adult as a perpetrator that occurs on the property or as a part of any church-sponsored activity shall be reported immediately. If at any time a staff member of the First Church of God (whether volunteer or paid) is made aware of a situation involving a minor child at risk of physical abuse, neglect, sexual abuse, or molestation, this information is to be reported to the Executive Administrator within 24 hours. It is our responsibility to comply with the Michigan Child Protection Law and cooperate fully with Child Protective Services and law enforcement officials within our community.

In the case of an allegation, the staff (paid or volunteer) of First Church of God will follow the guidelines outlined below:

- A. Report the incident immediately to either the CFM Pastor and / or the Ministry Placement Coordinator. He/she will then notify the Executive Administrator. The Executive Administrator will notify other parties as deemed appropriate. We will not try to handle the incident without professional outside assistance.
- B. Document all efforts at handling the incident.
- C. The church may contact the Family Independence Agency or the Children's Protective Service, following the guidance of our insurance company and attorney.
- D. An evaluation and possible decision by the safety and security team may be made regarding the role of the accused in immediate and future church programming and shall not occur until the safety of the child or youth is secured.
- E. Do not prejudge the situation, but take the allegations seriously and reach out to the victim and the victim's family. Show care and support to prevent further hurt. The Senior Pastor, if not the person being accused, will immediately see that the victim, the victim's family, the accused, and the family of the accused is being provided pastoral care either directly or through the pastoral care connection. The care, safety, and confidentiality of the victim is our first priority.
- F. Treat the accused with dignity, support, and confidentiality. The accused person shall be relieved temporarily of his or her duties until the allegations are cleared or substantiated.
- G. The Executive Administrator will be the spokesperson for the congregation and all inquiries for information shall be directed to him/her. No statements shall be made about the suspected violation except by Executive Administrator.

VIII. PREVENTION POLICIES A. ADEQUATE SUPERVISION

1. TEAM APPROACH POLICY

Two approved adults (or one approved adult and one approved youth volunteer) must be present before, during, and after all church activities while youth/children are there. Note the exception in B. Parental Notification/Permission Rule.

2. CLOSED DOORS

Never be alone with another child (other than your own) behind closed doors without a window. Doors without windows are to be propped open or another adult should accompany you when alone with a child, e.g. restrooms, or when only one child is with you in the classroom, like at the beginning or end of a class session.

When a child leaves the room for any reason (bathroom, getting supplies) be aware of who has already left, approximate return time, and send a helper or leader to check on children who are delinquent.

When accompanying a child to the bathroom, stand in the doorway to the bathroom with the door open if they need only your supervision. If they need your direct assistance, leave the bathroom door open by using the door stop, enter the bathroom and assist as required. Do not close a stall door while you are in the stall with a child.

3. OVERNIGHT POLICY

At least two approved adults must be present during any overnight church activity. Only approved adults may spend the night. If the overnight activity includes both male and female youth/children, both a male and female approved staff adult must be present.

4. OPEN VISITATION

Sunday School Superintendent, Children's Director or other church leaders will be encouraged to make random visits to all classrooms and ministry activities and inspect areas of the church buildings that are isolated from view. The parents of the children and youth, as well as pastoral staff have the right to visit and observe all programs or ministries at any time unannounced.

5. EARLY CHILDHOOD RELEASE POLICY

Children from birth up and including the second grade will be released from the nursery or classroom only to a properly identified and pre-authorized adult.

6. UNSUPERVISED ACTIVITY

Parents have sole responsibility for children or teens involved in unsupervised activities at the church.

B. PARENTAL NOTIFICATION/PERMISSION RULE

Church staff or volunteer workers must have the written consent of the youth/child's parent or guardian before going out alone with that youth/child or before spending time with them in an unsupervised situation. Verbal telephone contact will be accepted in an emergency situation.

Parental notifications are required for off site non-vehicular activities.

Written parent permission is required for all activities requiring transportation provided by the church. (A blanket written permission slip may be used for in-town activities for youth in 6th-12th grades).

C. DRIVING POLICY

Youth will not be allowed to transport other youth without written permission of both the driver's and the rider's parents.

IX. TRAINING AND ACKNOWLEDGMENT

1. The Ministry Placement Coordinator (MPC) will be responsible to see that training is taking place annually for every child and youth worker.

X. ADDITIONAL DOCUMENTS

1. Potential Leader Letter
2. Children & Family Ministry Application
3. Checklist
4. What Floats Your Boat Questionnaire

Appendix B

Child Protection Forms



Dear potential Children & Family Ministries leader,

Welcome! We are excited that you have come to check out the Children & Family Ministries (CFM) here at First Church. We are thorough with our new leader application and interview process and we work diligently to establish guidelines to ensure a safe, secure and loving environment for the children of First Church. Together we hope to share with you about CFM so that you can gain an understanding of our purpose, programs and ministry policies.

You don't have to be an expert.

Each member of our RELAY team has one thing in common: a passion for children. If you have come today with a heart to love God and a desire to work with children, then you have the two basic ingredients necessary to become a leader in children's ministry. You do not need a degree in early childhood development or elementary education to be a great leader.

There are many different opportunities for you to serve within CFM.

Whether you enjoy holding babies, telling Bible stories, singing songs, playing guitar, working with puppets or even assisting in office work, there is a place for you. We will discuss these different opportunities with you and will work together to find a place where you can use your God-given gifts to invest in the lives of children.

You do not need all the time in the world.

You can successfully minister to children with a minimal time commitment. In just an hour and a half each week, you will be able to form relationships with children and their parents that will communicate love and value, not only from you, but also from God.

You are not alone.

You will be supported in your ministry through our CFM leadership team. We plan quarterly enrichments each year which are designed to encourage, equip, energize and empower you for ministry. You will not be a lone ranger in your ministry to children...guaranteed!

We look forward to getting to know you and to ministering alongside you. It will be exciting to watch God at work in you and through you as you minister to the children of First Church of God.

Serving with you,

Pastor Judy Hughes

Children & Family Ministries

Our Vision: To RELAY to our children the love of Christ and build on the foundation of His Word.

Child and Family Ministry (CFM) Leadership Requirements for Lead Teachers and Helpers

- Need to have worshipped for at least 6 months at FCOG
- Need to have enrolled in First Church 101 and plan to complete
- Nursery workers must be at least 16 years old
- Early childhood helpers must be at least 12 years old
- New applicants will not be placed in lead positions until properly trained, applicant is ready, and if the CFM team agrees to the age appropriate placement
- Early childhood lead teachers must be at least 16 years old
- Must meet the job description requirements

APPLICATION AND SELECTION PROCESS

- CFM leader applicant requests application
- CFM leader applicant fills out application
- Return envelope to CFM Pastor
- Received date is stamped on application
- Pastor reviews the application
- Application is given to Ministry Placement Coordinator (MPC)
- Application is dated when MPC receives application
- MPC does reference checks
- MPC dates it when returned to pastor of CFM
- CFM pastor approves or disapproves applicant
- Approval date is stamped on application
- Application (without personal situations sheet) is given to office manager for input into Shelby computer systems
- Application is dated when entered into computer
- Personal situation sheet is filed in a pastors only file
- Application goes to CFM leadership team for placement
- The age appropriate coordinator interviews applicant
- The age appropriate coordinator prayerfully considers each applicants spiritual gift, personality, and passion when placing them in a leadership position.
- A planned time for training is scheduled
- The applicant begins serving in a place of ministry
- The age appropriate coordinator will review the newly placed ministry worker in six (6) months.

Age/Grade preference:

- | | | |
|---|--|--|
| <input type="checkbox"/> Babies to 23 Months | <input type="checkbox"/> 2 and 3 years olds | <input type="checkbox"/> 4 and 5 year olds/ Kindergarten |
| <input type="checkbox"/> Grades 1 and 2 | <input type="checkbox"/> Grades 3, 4, & 5 | <input type="checkbox"/> Kids Zone (1 st -5 th) |
| <input type="checkbox"/> Breakout (3 rd -5 th) | <input type="checkbox"/> FW Friends (4 years – 2 nd) | |

Hour Preference:

- Sunday 9:30AM Sunday 11:00AM Midweek Special Events

Local Personal References (Must be 18 years old and not related to you)

Name: _____ Relationship: _____

Address: _____ Phone: _____

Comments (staff use): _____

Name: _____ Relationship: _____

Address: _____ Phone: _____

Comments (staff use): _____

Name: _____ Relationship: _____

Address: _____ Phone: _____

Comments (staff use): _____

Applicant's Statement

I hereby authorize First Church to verify all information contained in this application with any references, my past or present employers, or any other appropriate personnel at my present or past employers, churches or other organizations and any individuals to disclose any and all information to First Church. I release all such persons or entities from liability that may result or arise from First Church's collections of all such evaluations or information or its consideration of my application.

First Church of God Leader's Covenant

Having committed to our leadership ministry and the habits essential for spiritual maturity, and having attended a CFM leader orientation, I will commit to:

- Read and practice the security measures in place at First Church
- Prepare for ministry by growing in my personal relationship with Christ
- Support the leadership by praying for the CFM team, leaders and the children in my class.
- Personal growth and education by participating in Ministry Enrichments, 101, 201, 301 and 401.

Should my application be accepted, I agree to follow the policies of First Church and to refrain from unscriptural conduct in the performance of my services on behalf of the church.

I understand that the personal information will be held confidential by the CFM Pastor and the CFM Leadership Team.

Applicant's Signature: _____ Date: _____

First Church of God
Saint Joseph, Michigan

PERSONAL SITUATIONS

The questions below are part of the process to help provide a safe and secure environment for our children. All information is held strictly confidential by the CFM pastor and the CFM team. It is our desire to work with you to find a ministry that is fulfilling and suited to your strengths and experiences.

Have you had any experiences that might make it difficult for you to minister to children at First Church? _____

Have you ever been accused or convicted of the use or sale of illegal drugs? _____

Have you ever used illegal drugs? _____

Have you ever been hospitalized, treated for, or struggled with alcohol or substance abuse? _____

Have you ever been charged with a misdemeanor or felony? _____

Are you engaged in any conduct that is contrary to the teachings of the Bible? _____

Do you have any health issues that could place the children of First Church at risk? _____

Have you ever been denied legal custody of your children in any legal proceedings including divorce decrees or settlements? _____

Do you have any objections to a police background check? _____

If you answered yes to any of the above questions, please explain briefly: _____

I understand that the personal information will be held confidential by the CFM Pastor and the CFM Team.

Applicant's signature: _____ Date: _____

Please place your completed forms in the envelope provided and return to the CFM Pastor's mailbox; located in the Gathering Area.

Thank you for your interest in our children!

Checklist
(To be completed by CFM Team)

Name: _____ Orientation attended: _____

Email to staff: _____

Interview date: _____ By: _____

Reference checks: _____

Work reference: _____ Data base code: _____

Placement: Hour/Age _____ Position: _____ Start date: _____

Comments:

End Date: _____ Reason for Leaving: _____

What Floats Your Boat ?

Name _____

What motivates you? (Write three or four lines on how you like to be encouraged)

A daily encouragement for me would be _____

If I could select a gift for myself under \$20.00 it would be _____

If I had all day to do something for myself I would _____

The most fun I ever had was when _____

My favorite hobby is _____

My greatest passion in life is _____

One area I am growing in is _____

The greatest strength I possess is _____

Appendix C

Property Protection Policy

PROPERTY PROTECTION POLICY

Principle

Make it un-attractive for people to take items from the church. We will do this by 1) making it harder for them to get in the building, 2) making it harder for them to get into individual rooms, 3) make it more difficult to remove items by securing items, i.e. mounting TV's & VCR's rather than having them sitting on carts, 4) make items less attractive by permanently labeling items with "*First Church of God, Saint Joseph*" in a visual place, 5) monitor items more closely by checking rooms and inventory on a regular basis.

Access into the Building

Monday – Friday: During the day access into the building will be limited by having only one (1) door open. This should be the North door since the receptionist can see and greet them and NOT the North ramp door. The building should be locked at 4:30 p.m. when the office closes.

Monday – Friday: During the evening all doors should be locked unless opened by a group using the building. Doors should be relocked when the group has arrived.

Saturday: Typically the North ramp door is unlocked by groups using the building. This door should be relocked when the group has arrived.

Sunday: Four doors get unlocked; North, Ramp North, Ramp South, and Sanctuary Ramp.

NOTE: The ushers secure the building and turn off lights after the morning services. A building security check is made normally between 9:00 and 10:00 p.m. depending on scheduled events.

Access into Rooms

Classrooms should be locked when not in use.

Equipment Accessibility

Moveable items, i.e. TV's, VCR's, etc... should be attached or mounted to something secure so that it is more difficult to remove. TV's should be wall or ceiling mounted. Equipment that is not secured should be in a locked storage room. If an item is harder to get out then it has a better chance of not being taken.

Identify Items

All moveable items should be marked with “*First Church of God, Saint Joseph*”. This should be engraved into the item so that it cannot be removed. The engraving should be on the front of the item in a visual location so that it lowers the probability of the item being taken.

Inventory Contents

Room contents are to be monitored on a regular and frequent basis.

Items are to be inventoried on an annual basis.

All rooms are to be photographed, still and video, and the pictures to be stored in a fire proof location or off site.

Recommendations for the future

- Have someone, hired or volunteer, man the Welcome Center in the evenings when the building is unlocked.
- Install a video camera with a 24 hour recording system.
 - Parking Lot
 - Entrances
 - Office Wing Door
- Increase the lumens in the canopy ramp entrance. This will also increase the safety of the people.
- Install a security system

Appendix D

Emergency Response Policy

EMERGENCY RESPONSE POLICY

Purpose: To have the necessary personnel, equipment, procedures, and training to respond appropriately to emergencies.

MEDICAL

The main medical emergencies are heart attack/chest pain, falls, fractures, bleeding, head injuries, and fainting.

There are two scenarios in which we will work; 1) during Sunday morning worship services and all church events, i.e. Christmas musical, etc..., 2) days and times other than Sunday mornings or special events.

Medical Emergencies on Sunday Mornings

- Keep calm
- Keep voices low and try to disrupt service as little as possible.
- Team Approach –
- Contact the on duty medical responder (medical response volunteer)
- The medical responder will determine if 911 needs to be called.
- If the medical responder cannot be located, Call 911
- Once a medical responder is on the scene, they will be in charge of the situation.
- Medical responder will determine if patient can be moved to better location.

1st Usher

- Stays with ill person
- Check for pulse and breathing
- Start CPR if necessary

2nd Usher

- Calls 911 (if necessary)
First Church of God
2627 Niles Avenue, Saint Joseph
Corner of Niles and Botham (across from Neon Grill)
Instruct ambulance to use Botham ramp entrance
- Meet paramedics at street by ramp and take them to patient
- Fill out the medical emergency report

3rd Usher

- Retrieve first aid kit (ushers room, kitchen, catering kitchen, youth center)
- Retrieves Defibrillator along with first aid kit if the person is unconscious and/or not breathing
- Blanket
- Wheelchair or stretcher (if needed)

Medical Emergency During the Week

- Keep calm
- If the medical responder is not available, Call 911 (if necessary)
 - First Church of God
 - 2627 Niles Avenue
 - Saint Joseph
 - Corner of Niles and Botham (across from Neon Grill)
- Meet paramedics at street by ramp and take them to patient
- Get other people to help (office personnel, teachers, custodians, etc...)
- Check for pulse and breathing
- Start CPR if necessary
- Retrieve first aid kit (ushers room, kitchen, catering kitchen, youth center)
- Blanket
- Wheelchair or stretcher (if needed)
- Fill out the medical emergency report

General Guidelines for Medical Conditions

Heart Attack

- Do CPR if necessary
- In case of chest pain or pressure on chest, keep them sitting up or in a slightly reclined position (propped up by several pillows).
- Loosen tie or tight fitting collar
- Cover with blanket

Fainting

- Will probably be pale, very weak pulse, moist, and may be going into shock.
- Cover with Blanket
- Keep flat and covered

Falls

- If the fall injured the back or neck, do NOT move.
- Only move if the fall only injured part of the arm. Get proper assistance if you attempt to move the patient.
- Keep the patient quiet and still
- Photograph the area, the person and their shoes.

Bleeding

- Always wear protective gear, i.e. gloves, goggles
- Control pressure by putting pressure on wound with gloves on and use a cloth or gauze.
- Elevate wound above patients heart so that the bleeding slows down.
- Bandage the wound.
- Send to hospital if necessary

FIRE

In the event that you discover a small fire, you may be able to extinguish it yourself. However, small fires can become big fires quickly so call 911 for the fire department just in case. Many fires can be extinguished by excluding oxygen. This can be accomplished by covering it with material or an object that will not catch fire quickly. The use of a fire extinguisher will help if you have been trained in its use. DO NOT put yourself between the fire and a means of escape.

DO NOT ATTEMPT TO FIGHT A SPREADING FIRE ALONE:

1. **DO NOT PANIC.** Remain calm.
2. Isolate the fire by closing doors. Immediately call the Fire Department (911) and inform the Executive Administrator. Give the floor number and the general area of the fire. DO NOT assume someone else will or has reported the fire.
3. If the fire cannot be extinguished, go to the nearest safety area designated by your floor plan. Close all doors behind you as you exit.

4. DO NOT USE ELEVATORS

5. The ultimate authority in a fire rests with the efforts of the fire department.
6. If caught in smoke, take short breaths through your nose. Crawl to escape – the air is better near the floor.
7. **DO NOT OPEN HOT DOORS.** Feel doors at the top with your hand before opening. If the door is hot, do not open. If cool, open the door slowly and stay behind the door, close it immediately after entering or exiting. Try to seal cracks around the door to prevent smoke from entering.
8. Relocations, in case of fire, should most always be downward and outside to a place of safety below the fire floor

In case of fire, it must be strongly stressed that all floor relocation must be via stairwells and NOT by elevators.

9. Fire extinguishers are provided at several locations on each floor. (See attached map for locations.) These should be checked monthly.

TO OPERATE FIRE EXTINGUISHER

- Hold Upright
- Pull Pin (ring)
- Direct discharge at base of flame
- Press lever

10. **DO NOT BREAK WINDOWS.** Falling glass is a serious threat to pedestrians and firefighters below.

11. If Sunday during worship, notify the Pastor or worship leader if the alarm is false or if they are to evacuate the building.

FLOOD

While FCOG is not in a flood plain our basement level is surrounded by clay and therefore does not drain. We have two pumps that pump ground water away from the building. In the event that the pumps fail, the basement may flood. If the basement does flood, please follow the guidelines below.

- Remove all people from the flooded area as soon as possible.
- Do not use the elevators, assuming that the power is still on.
- Contact the Executive Administrator
- If it is safe to go into the basement, reset the sump pumps if they have failed. The pump control panel is in the custodial closet that is next to the Youth Center.
- Have the electricity turned off to the building. (The electric company may need to turn the electric power off since the main electrical panel is in room 1)
- Begin as soon as possible to remove the water from the building.

TORNADO

Definitions/Explanations

A tornado is a wind spout spawned by severe thunderstorms or hurricanes. Winds may approach 300 miles per hour. Their usual direction of travel is from southwest to northeast. The weather service uses a two-stage system to alert people to a tornado danger:

WATCH: Atmospheric conditions are conducive for tornadoes, although none have been sighted.

WARNING: A tornado has been spotted, visually or on radar.

In the event of a tornado warning issued by the National Weather Service, the following procedure should be followed:

- The Executive Administrator or Head Usher will monitor the weather conditions. He/she will communicate the need to take cover.
- If a tornado threat is present, all occupants should proceed to the basement and go to an internal space preferably away from the South West (corner of Niles & Botham). (See building map)
- All doors should be closed as you leave your area for the basement.
- Everyone should stay clear of windows and exterior doors.
- Upon arriving in the designated areas, everyone is to crouch on their elbows and knees and put their hands over the back of their heads.
- Individuals should leave vehicles and seek shelter in a building.
- Any outdoor activities should be ceased and everyone moved inside.

BOMB THREATS

A Bomb Threat will probably be made by an anonymous caller over the telephone. Copies of the "Bomb Threat Checklist" contained in this section should be distributed to, and discussed with, staff members likely to receive such calls. Obtaining as much information as possible from the caller is important in the evaluation of the threat and the action to be taken.

Most Bomb Threats are just threats; however, the safety of the building occupants should always be the prime consideration in evaluating any Bomb Threat.

Person in Receipt of Bomb Threat

It is essential that the person in receipt of a bomb threat call not risk breaking the telephone connection by attempting to transfer the call to another party. In case a bomb threat is phoned into your office, attempt to obtain and record as much pertinent information as possible:

BOMB THREAT REPORT

Date: _____ Time: _____

Instructions: Be calm, be courteous, listen, and do not interrupt the caller. Notify another nearby employee by prearranged signal while the caller is on the line.

Exact Words of Person Placing Call:

Questions to Ask:

1. When is the bomb going to explode?
2. Where is the bomb right now?
3. What kind of an explosive is in it?
4. What does it look like?
5. Why did you place the bomb?
6. What will cause it to explode?
7. Did you place the bomb?
8. What is your name?
9. What is your address?

Try to Determine the Following (Circle all appropriate items):

Caller's Identity: Male _____ Female _____
Adult _____ Juvenile _____ Age: _____

Voice: Loud _____ Soft _____ High Pitch _____ Deep Pitch _____
Raspy _____ Pleasant _____ Intoxicated _____ Other _____

Accent: Local _____ Not Local _____ Foreign _____ Region: _____

Speech: Fast _____ Slow _____ Distinct _____ Distorted _____
Stutter _____ Nasal _____ Slurred _____ Lisp _____

Language: Excellent _____ Good _____ Fair _____
Poor _____ Foul _____ Other: _____

Manner: Calm _____ Angry _____ Rational _____ Irrational _____
Coherent _____ Incoherent _____ Deliberate _____ Emotional _____
Righteous _____ Laughing _____ Intoxicated _____ Other: _____

Background Noise:

Office Machines _____ Factory Machines _____ Bedlam _____
Trains _____ Animals _____ Music _____ Quiet _____
Voices _____ Mixed _____ Airplanes _____
Street Traffic _____ Party Atmosphere _____

After the end of threatening call, place a call to the police department at 911. State the situation. They will dispatch a unit to handle the situation. Please follow immediately with a call to the Executive Administrator.

The person receiving the call should complete the "Bomb Threat Report" form above as soon as possible to give to the Executive Administrator and police.

Do Not Touch Suspicious Objects!!

SEARCH:

Searchers (staff) should look for anything that doesn't belong or looks out of place. Items such as briefcases, thermoses, purses, paper bags, cardboard cartons, shoe boxes and similar items should be noted and evaluated.

Preventive Measures:

Instruct staff to be alert to suspicious behavior, and suspicious looking objects.

Persons name who filled out this report: _____

What phone number (line) did the call come in on? _____

CHEMICAL ACCIDENT

Chemical accidents would include tank truck's accidents involving large quantities of toxic gases. Should such an accident occur, the following actions shall be taken:

1. Telephone 911, the Executive Administrator giving full particulars.
2. Evacuation procedures should be as stated in the Emergency Procedures.
3. Move crosswind – never upwind or downwind – avoid fumes.
4. Render First Aid if necessary.
5. Take photos of the location and the injured person.

CIVIL DISTURBANCE

1. Information concerning demonstrators inside the building should be reported to the Executive Administrator. The Police Department will be notified if the situation warrants.
2. Employees should avoid the scene of a disturbance and any contact with the demonstrators to preclude the possibility of incidents or injury. Employees within the building should avoid windows and draw the curtains and blinds.
3. All disturbances and related information will be monitored by the Executive Administrator with the possibility that certain building services will be limited to insure the security and safety of the occupants and property.
4. Employees should continue working, and be ready to follow instructions of the Executive Administrator.
5. Employees should be prepared to help in evacuation of a floor or of the building if this is found necessary.
6. Do not get in an argument with demonstrators. Leave the affected area.

Appendix E

Emergency Response Forms

MEDICAL EMERGENCY REPORT

First Church of God (Niles & Botham) _____ Date: _____

Victim: Staff Regular Attendee Guest

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: Home _____ Office _____

Time of Incident: _____ Type of Incident: _____

Location on property: _____

Description of Incident:

Injuries Sustained: _____

Usher or Teacher: _____

Medical Treatment Required: Yes No

If Yes, Where Treated _____

Admitted: Yes No Name of Attending Physician: _____

Other Remarks:

Staff Member Assisting: _____ Medical Volunteer: _____

Names and Addresses of Witnesses:

Report Taken by: _____ Title: _____ Date: _____

Were Police On Site? Yes No Which Agency? _____

Officer Name and Phone: _____

Copy of Report Given to Police? Yes No

If Yes: Date _____ Given to: _____

Appendix F

People Protection Policy

PEOPLE PROTECTION POLICY

Principle

We seek to provide as safe and secure a setting for our church people and our guests as much as is possible. We want to be proactive and have a plan in place if an event were to occur. We want to create an aware environment that may thwart an event. An event could be verbal insults, physical attacks, and transportation mishaps just to name a few items.

Strategy

Our strategy for creating and maintaining a safe and secure environment is to:

- Provide training to greeters, ushers, security personnel, and others, in the ways to detect and protect our guests.
- Provide the necessary tools needed to protect our people, i.e. walkie-talkies with ear pieces.

Sunday Morning worship

- Have greeters on the outside of the exterior doors greeting guests as they arrive for Sunday morning worship.
- Have ushers greet guests as they approach the worship room, i.e. Sanctuary, Life Center, etc...
- Have a plain clothed security person near the back of each worship room.
- Have the ushers/security personnel walk the halls during the worship hour to make a presence.

During the Week

- During the day we should limit access into the building by having one (1) door open.
- Train the office personnel, particularly the receptionist, to greet each person that enters the building and look for warning signs of a potential unstable person and/or situation.
- Get professional help as soon as possible if the situation warrants it.

Body Language

First of all be aware of the warning signs that indicate that someone is up to no good, and you may be at risk:

- Prolonged staring
- Facial color may change
- Head is back as person tries to 'stand tall'
- Kicking the ground
- Changing weight on feet
- Exaggerated movements, especially hands
- Abrupt starting and stopping of nervous behavior
- Disheveled clothing

There are also danger signs that indicate that violence may be about to occur, these are clinically proven to occur:

- Clenching and unclenching of fists
- Face goes pale
- Lips tighten over teeth
- Head drops forward to protect throat
- Hands raise above waist
- Stance changes to side on
- Glancing at intended target
- Lowering of entire body before attack

These signs really do happen, be aware and you may just avoid serious injury.

Verbal Attacks

- Pray
- Listen to what they are saying and try not to escalate the confrontation.
- Repeat back to them what they are saying. Example: “What I hear you saying is this... is that correct?” This helps them to not attack you verbally as you are now trying to understand them.
- Try to walk with them while talking. This helps to diffuse pent up anger.
- Offer to get another person to “help” them.
- Call the police if the situation is escalating

Physical Attacks

- Pray
- Protect yourself as best as possible
- Call 911 immediately
- Move others to safety