

Project for Certification in Church Business Administration

Title

Developing an Emergency Management Plan for the Local Church

Areas of Study

Congregational Leadership

Property Management

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INTRODUCTION

On Wednesday night, September 15, 1999, Larry Gene Ashbrook walked into a Texas church and asked if this is where “those Christians” were meeting. Ashbrook, who had a history of paranoia and mental instability, then pulled two pistols from under his overcoat and began shooting. He shot three people in the church lobby before entering the sanctuary where more one hundred fifty young people were waiting for a youth concert to begin. He shot eleven more in the sanctuary and tossed a pipe bomb. Finally shooting himself, he killed a total of eight people and wounded seven that night.

What if the above incident had taken place in your church? Would your staff and congregation have known what to do? If the answer is anything but an immediate yes, please read on.

The purpose of this document is to help church leaders design an Emergency Management Plan for their church. It will be presented in two parts. The first part tries to stimulate thinking by discussing critical theories, principles, concepts, and components of emergency management. The second part provides a sample Emergency Management Plan written for an actual church.

What this document does not do is provide a fixed approach to emergency management. The experts tell us it is important to customize plans to our local church and situation. It is okay for other plans to serve as examples and guides, but what is effective for a large inner-city church where the population is concentrated may be ineffective for a rural community where churches and first responders are far apart.

An important note should be made at this point about research. It is in its infancy on what does and does not work for church based emergency planning. While a growing

body of research and reading material is available, there is little hard evidence to quantify best practices. Major emergencies, especially catastrophic events have thankfully been rare in churches, and few cases have been formally evaluated. As a result, much of the information in this document will come from what is known about emergency management in other settings. The author has relied heavily on his wife, a school Administrator, his own background and experience as a former Marine Corps officer, and friends in the security and law enforcement business. The practices used in these environments were easy to mesh, tailor, and apply to the church setting.

The church used to develop the sample plan is Loudonville Community Church, a non-denominational congregation located near the capital of New York State. Loudonville Community Church was founded in the early 1950's and serves as a good sample for us. Since it's inception, the church has experienced almost continuous steady growth and now averages a little more than 1200 attendees on Sunday mornings. A church of 1200 deals with challenges similar to those faced by both large and small churches.

Looking at Loudonville Community Church a little further, the congregation is broadly evangelical and span's a wide geography, economic status, and age profile. Attendees include those who are very affluent to those on welfare.

On the whole, the congregation is comprised mostly of professional types. Many work in the various agencies that make up America's largest state government complex.

New York State's "Capital District" is made up of the tri-city area of Albany, Schenectady, and Troy. Loudonville Community Church is located in an old wealth suburb near the population epi-center of the tri-city area. The church is easily accessible

by car and located near the most significant interstate intersection in upstate New York. Thousands of cars pass the church every day on a major suburban highway.

As one of the larger evangelical churches in the Capital District, Loudonville Community Church sponsors a wide variety of ministry opportunities. It is also home to a well-respected Christian School of approximately three hundred-twenty students ranging from pre-kindergarten through grade twelve. The church facilities are generally occupied seventeen hours a day, seven days a week.

Part One



Critical Theories, Principles,
Concepts, and Components
of
Emergency Management

CHAPTER 1

EMERGENCY MANAGEMENT DEFINED

Before going any further, we should define what we mean by the term “emergency management.” We will start by looking at the word “emergency.”

According to the Federal Emergency Management Agency (FEMA): “An emergency is any unplanned event that can cause deaths or significant injuries to employees, customers or the public; or that can shut down your business, disrupt operations, cause physical or environmental damage, or threaten the facility's financial standing or public image (www.fema.gov, 2004).”

Digging a little deeper, we find that the word “crisis” is a synonym of “emergency” and Webster defines a crisis as: “An unstable or crucial time or state of affairs in which a decisive change is impending, especially one with the distinct possibility of a highly undesirable out-come (Webster’s Ninth Collegiate Dictionary, 1987).” Webster further notes that “crisis” comes from the Greek word meaning “decision.”

For the purposes of this document, we will combine the FEMA and Webster definitions and define an emergency as: “Any unplanned event that requires us to make one or more decisions with inadequate information, not enough time, and insufficient resources that can cause death or significant injuries, disrupt or shut down operations, cause physical or environmental damage, or threaten the church’s financial standing or public image.”

Obviously, numerous events can be "emergencies." Potential emergencies include but are not limited to:

- ❑ Severe weather (hurricane, flooding, tornado, earthquake)
- ❑ Fires
- ❑ Chemical or hazardous material spills
- ❑ Bus or van crashes
- ❑ Shootings
- ❑ Bomb threats
- ❑ Medical emergencies
- ❑ Death (intentional, unintentional, or natural)
- ❑ Acts of terror or war

It should be noted that the term "disaster" was left out of the above list. That is because it lends itself to a preconceived notion of a large-scale event, usually a "natural disaster." In fact, each event must be addressed within the context of the impact it has on the individual church and community. What might constitute a nuisance for a large mega-church could be a "disaster" for a small church.

Now that we have established a common definition of an emergency, here is how FEMA defines emergency management: "emergency management is the process of preparing for, mitigating, responding to and recovering from an emergency" (www.fema.gov, 2004). Mitigating means to lessen, or reduce, the effects of.

So... for the purposes of this document, we will define emergency management as: "The process by which we reduce the effects of any unplanned event that requires us to make one or more decisions with inadequate information, not enough time, and

insufficient resources that can cause death or significant injuries, disrupt or shut down operations, cause physical or environmental damage, or threaten the church's financial standing or public image.”

CHAPTER 2

MAKING THE CASE FOR EMERGENCY MANAGEMENT

Early in our research, some members of our church argued against using proactive emergency management strategies. Their position was that we should simply open our doors and trust God to protect the church. As we continued through the process, however, our studies led us away from that position. Our conclusion is that church leaders have a Biblical responsibility to “shepherd” the flock. To us, shepherding is a proactive activity. Here are some ideas to consider which may help you answer this question for yourself and your church:

- ❑ In John 21:16, Jesus instructs Peter to “Take care of my sheep.”
- ❑ In Ephesians 20:20, Paul instructs the elders at Ephesus to “Be shepherds of the church of God.”
- ❑ In I Peter 5:2, Peter instructs the elders to “Be shepherds of God’s flock that is under your care.”

WHAT DO THESE VERSES MEAN?

The use of shepherds and sheep as illustrations is significant and makes a number of points for us:

- ❑ A shepherd has many duties, not the least of which is to take proactive steps to ensure the safety, security and physical welfare of the flock.
- ❑ A shepherd leads the flock to safe pastures.
- ❑ A shepherd stands watch over the flock day and night.

- A shepherd takes action to protect the flock (I Samuel 17:34-36).
- Knowing the threats and good observation skills are important ingredients to good shepherding.
- Synonyms of the word shepherd are: protector, guardian and defender.
- To “guard” means to take precautions; watch over; defend.
- To “protect” means to keep from harm, attack or injury.
- To “defend” means to guard from attack; keep from harm or danger; protect.
- The equipment used by a shepherd in bible times included a staff, sling, stones and bag (I Samuel 17:40).
- A staff was about six feet long and generally made of a peeled vine branch. It was used to help with climbing, walking, rescuing fallen sheep from pits, and fighting off wild beasts.
- A sling was made of leather, wool, or hair with a wider middle piece (about two inches wide) to hold a stone to be flung out. In one end of the sling there was a loop, which was placed over the thumb in order to hold the sling when stones were thrown. The sling was used to keep wild beasts away from the flock.
- Stones were collected from dry riverbeds or brooks and kept in the shepherd’s bag for use with the sling as necessary. Stones were powerful and accurate weapons. They could pierce a helmet or shield and the men of Israel could sling stones “and not miss” (Judges 20:16).
- A shepherd’s bag was made of leather and thrown over the shoulder to carry stones and provisions for the shepherd.

SOME OTHER POINTS

- ❑ Proactive emergency management may reduce our exposure to civil or criminal liability in the event of an incident.
- ❑ Proactive emergency management can enhance the church's credibility with congregations and communities that expect churches to be a safe place.
- ❑ A proactive emergency management plan may reduce your insurance premiums.

CHAPTER 3

THE EMERGENCY ENVIRONMENT

At first glance, emergency management may seem like a simple enterprise. But in practice, it can be extremely challenging. Countless factors impinge upon us during an emergency. In the military world, these factors are collectively referred to as “friction.” In his book, *On War*, Clausewitz identified friction for us. He defined it as: “the force that makes the apparently easy so difficult” (Carl van Clausewitz, *On War*, trans. and ed. M. Howard and P. Paret, Princeton, NJ: University Press, 1984, p.121). For the purposes of emergency management, friction is an important concept to grasp. It is the force that resists action. It makes the simple difficult and the difficult nearly impossible.

Friction may be mental, as in the inability to determine and act on a course of action. Or it may be physical, such as a fire that must be overcome. Friction may be external, imposed by unfriendly activities, the weather, or mechanical failure. Or friction may be caused by lack of clearly defined goals; lack of coordination; unclear or complicated plans; or complicated communications systems.

There are many other sources of friction. The following have been selected for discussion because they have such a strong impact on the outcome of emergency management.

UNCERTAINTY

Most actions in an emergency will take place in an atmosphere of uncertainty. Uncertainty pervades an emergency in the form of unknowns about the unfriendly

situation, the environment, and the friendly situation. It is important to understand that we can reduce these unknowns by gathering information, but we generally cannot eliminate them. The very nature of an emergency situation makes absolute certainty impossible. Many actions in an emergency will be based on incomplete, inaccurate, or even contradictory information.

We must learn to make decisions and act in an environment of uncertainty. This can be accomplished by developing simple, flexible, plans which consider contingencies, develop standing operating procedures, and foster initiative among subordinates.

FLUIDITY

Fluidity is an integral element of an emergency. Each event in an emergency is the result of circumstances that require a rapid and original solution. But no episode can be separated out and viewed in isolation. Rather, each merges with those that precede and follow it. Each is shaped by the former and contributes to shaping the latter. What takes place is a continuous non-stop onslaught of unforeseen challenges and potential opportunities. Success in an emergency depends in great measure on ones ability to adapt to a constantly and often rapidly changing situation.

DISORDER

Disorder is also a large part of an emergency. In the friction and uncertainty of an emergency, plans will go awry, instructions and information will be unclear and misinterpreted, communications will fail, and mistakes and unforeseen events will be commonplace.

Each event in an emergency will tend to grow more disordered over time. As the situation changes, we will be forced to improvise until our actions may have little resemblance to the original plan.

The occurrences in an emergency will generally not unfold like clockwork. As a result, we cannot always expect to impose precise, positive control over events. Often, the best we can hope for is to guide the general flow of action rather than try to control each event. If we are to successfully manage an emergency situation, we must be able to operate in a disorderly environment.

THE HUMAN DIMENSION

An emergency is often shaped by human nature and the complexities, inconsistencies, and peculiarities that characterize human behavior. Any view of an emergency would hardly be accurate or complete without considering the effects of danger, fear and fatigue on the people involved.

No degree of technological development or scientific calculation will overcome the human dimension in an emergency. Any plan that attempts to reduce emergency management to simply equipment and technology will ultimately prove ineffective.

VIOLENCE AND DANGER

Depending on the event, an emergency can be one of the greatest horrors known to mankind. While the magnitude of violence may vary, it may be present and any study of emergency management would be misleading and incomplete without considering violence and danger.

Because of the potential for violence and danger, fear becomes a characteristic of emergency management. All people feel fear and emergency managers must understand it and be prepared to cope with it. Strong leadership, which earns respect and trust, can limit the effects of fear. Realistic training and experience can also help to reduce the mysterious qualities of an emergency.

THE EVOLUTION OF NEW THREATS

Potential emergencies are both timeless and ever changing. While the basic nature of an emergency is constant, the means and methods of creating an emergency continuously evolve. These changes may be gradual in some cases and sudden in others.

One significant area of change is the advancement of technology. The physical hardware of violence continuously improves through technological development. Because of this, we must stay abreast of this process of change. If we are ignorant of the changing face of potential emergencies, we will find ourselves unequal to the task of managing its challenges.

CONCLUSION

At first glance, emergency management seems like a rather simple set of procedures and plans. But upon closer scrutiny, it takes shape as a most demanding and trying challenge. Friction, uncertainty, disorder and fear are natural elements of an emergency. Each episode is unique and builds upon others. While founded on the methodical use of plans and procedures, emergency management ultimately demands the use of intuition and creativity.

CHAPTER 4

PREPARING FOR EMERGENCIES

Prior to an emergency taking place, the most important task is to prepare for an emergency. The focus here should be on achieving a high state of readiness. Readiness means that we have produced cohesive plans, ensured proper organization and equipment, selected qualified and knowledgeable leadership, and attained a high level of training.

PLANS

Planning plays an important a role in the preparation process. The key to developing a sound plan is setting a clearly defined objective. The plan should focus all efforts including training, education, organization, and equipment acquisition toward accomplishing that objective.

ORGANIZATION

Emergency management is unique in that we must be organized with the flexibility to meet whatever situation evolves, when it evolves, where it evolves. To the greatest extent possible, streamline the organizational structure in order to eliminate bureaucratic delays and add tempo to the response. Try to be organized to meet emergencies and then adapt for non-emergencies rather than vice-versa.

TRAINING

The purpose of all emergency management training is to develop the ability to succeed in an emergency. Training develops effectiveness and should be a focus of effort before an emergency occurs. All staff and volunteers should undergo similar entry-level training. This is an essential first step. It will give everyone a common experience, terminology, and set of knowledge to work from.

The organization for training should be the same as the organization for church events. That is, training should be conducted with the full complement of staff and volunteers required to manage a church event. Training should consist of drills and exercises and reflect practical and progressively more challenging goals that begin with individual skills and culminate in fully combined team training.

Drills are a form of training that stresses proficiency through progressive repetition. Drills are an effective method for developing standardized techniques and procedures that must be performed repeatedly without variation to ensure speed and coordination, such as first aid and evacuation.

In contrast, exercises are designed to train in procedures under simulated emergency conditions. Exercises should approximate the conditions of an emergency as much as possible.

Critiques are also an important part of training because critical self-analysis, even after a success, is essential to improvement. The purpose of critiques is to draw out the lessons learned. As a result, it is best to conduct critiques immediately after completing the training, before the memory of the events has faded. Critiques should be held in an atmosphere of open and frank dialogue in which everyone is encouraged to contribute.

We learn as much from mistakes as from things done well, so we must be willing to discuss them.

EQUIPPING

Equipment is useful only if it increases effectiveness. Equipment should be easy to operate and maintain. It should also be reliable and operate efficiently with other equipment.

Any piece of equipment requires support in the form of operator training, maintenance, sources of power, and storage. Before purchasing equipment, make sure that the expected capability improvement justifies the support requirements.

Guard against over-reliance on technology. Technology does enhance our ability to manage emergencies, but technology should not and cannot eliminate people from the process. We must not become so dependent on equipment that we can no longer function effectively when the equipment fails to operate.

CONCLUSION

There are two basic emergency management functions: preparing for an emergency and managing an emergency. Do not try to separate the two. Failure in preparation could lead to disaster during execution. Focus on preparation before an emergency takes place. Take the time to properly plan, organize, equip, select, and train. It will pay significant dividends when the moment comes to deal with an actual emergency.

CHAPTER 5

MANAGING AN EMERGENCY

THE CHALLENGE

The challenge for emergency managers is to identify and adopt a concept of emergency management that is consistent with our understanding of the emergency management environment and the realities of running church events. What exactly does this require? It requires a concept of emergency management that will function effectively in a potentially uncertain and chaotic environment. It also requires a concept that is consistently effective across the full spectrum of emergencies, because we cannot attempt to change our basic philosophies from situation to situation and expect to be proficient.

PHILOSOPHY OF LEADERSHIP

It is essential that our philosophy of leadership support the way we manage emergencies. First and most importantly, it is strongly suggested that leadership be decentralized. That means that subordinate leaders will make decisions based on their own initiative and understanding of their senior's intent, rather than passing information up the chain of command and waiting for instructions to be passed back down. A competent subordinate leader, who is on the scene, will have a better understanding of the current situation than a senior who is some distance removed, or engaged in another situation. Individual initiative and responsibility are of paramount importance in emergency management. The principal way to implement decentralized control is through what is known as "mission type" instructions, which will be discussed in detail later.

Our philosophy of leadership should also be based on human characteristics rather than on equipment or procedures. Communications equipment and procedures can enhance our ability to lead, but they must not be used to replace the human element. Traits such as initiative, boldness, personality, strength of will and imagination must be accommodated. We should also communicate orally and in person as often as possible. This is important because we communicate in how we talk by using inflections and tone and through our gestures and bearing.

A leader should strive to direct activities from a forward position. This allows the leader to see and sense firsthand the ebb and flow of the emergency. It also allows the leader to gain an intuitive appreciation for the situation that cannot be gained from reports and to exert personal influence at decisive moments. Additionally, it speeds up decision making by circumventing the delays and inaccuracies that result from passing information up and down the chain of command.

An important point to remember is that decentralized leadership requires competent leadership at all levels. A centralized system theoretically needs only one competent person, the senior leader, since that person is the sole authority. But a decentralized system requires leaders at all levels to demonstrate sound and timely judgment. As a result, initiative becomes an essential ingredient to look for when choosing subordinate leaders.

DECISION MAKING

Decision-making is essential to the conduct of an emergency since all actions are the result of decisions – or non-decisions. When we fail to make a decision, we surrender

initiative. If we postpone taking action for some reason, that is a decision. Thus, as a basis for action, any decision will generally be better than no decision.

During an emergency, the timeliness of decisions is critical to rapid response and generating positive tempo. In this environment, decision-making therefore becomes a time-competitive process. Timely decisions demand rapid thinking, with consideration limited to essential facts. Before an emergency takes place, we should spare no effort in training ourselves to accelerate our decision-making ability.

We must also have the moral courage to make tough decisions in the face of uncertainty, and then accept full responsibility for those decisions. To delay action in the face of uncertainty or incomplete information shows a lack of moral courage. We do not want to make rash decisions, but we must not squander opportunities while trying to gain more information.

Finally, since all decisions must be made in the face of uncertainty and since every emergency is unique, it must be understood that there is no perfect solution to any emergency situation. We should not agonize over finding one. The essence of the problem is to select a course of action that has an acceptable degree of risk. In this respect, a good plan executed on time is better than a perfect plan executed too late.

MISSION TYPE INSTRUCTIONS

Mission type instructions are just as the name implies. They are the procedure of assigning a task without specifying how the subordinate should accomplish that task. The senior explains the method of execution only in the detail necessary to ensure coordination with other groups. The manner of accomplishing the task is then left up to

the subordinate. This is an important concept, because it empowers the subordinate to take whatever steps are considered appropriate for the current situation.

It is this freedom for initiative that permits the high tempo of operations that we are looking for. Free from restrictions from above, the subordinate's actions can be adapted to the changing situation. The subordinate informs the leader of what has been done, but does not wait for permission to act.

LEADER'S INTENT

It is obvious that we cannot allow decentralized initiative without some means of coordination between the various efforts that might be taking place. This coordination can be accomplished through the use of the leader's intent. There are two parts to a mission: the task to be accomplished and the reason, or intent. The task describes the action to be taken while the intent describes the desired result. Of the two, intent is predominant. While a situation may change, making the assigned task obsolete, the intent is more permanent and continues to guide our actions. It is not satisfactory for the intent to be "in the event of fire during a church service, evacuate the building." To evacuate the building during a fire is always our ultimate goal, so intent expressed like this conveys little, and could lead to chaos. Intent should clearly convey the leader's vision, and make perfectly clear the result the leader expects. As an example, a leader's intent might be expressed as: "In the event of fire during a church service, it is my intent to evacuate the building in a calm, organized manner. Our first priority is ensure that the Nursery and Children's Church is evacuated to a safe place. Initially, I would like the Pastor to hold the congregation in the sanctuary, settle them down, and explain what is taking place.

After sufficient time has been allowed to begin evacuation of the Nursery and Children's Church, the Pastor will then release the congregation to pre-designated assembly areas."

FOCUS OF EFFORT

Of all efforts going on during an emergency, focus of effort may be the most critical to success. All other efforts should support it. In effect, when we establish a focus of effort, we decide that this is how we will achieve a decision; everything else is secondary.

Normally, we designate the focus of effort by assigning one group responsibility for accomplishing that effort. It becomes clear to all other groups that they must support that group in its efforts. Like the leaders intent, the focus of effort becomes a unifying force. Faced with a decision, we ask ourselves: "How can I best support the focus of effort?"

Each leader should establish a focus of effort for each task. As the situation changes, the leader may shift the focus of effort, redirecting the focus in the direction that offers the greatest opportunity for success. In this way we reinforce success, not failure.

CHAPTER 6

HOW VULNERABLE IS YOUR FACILITY?

What is the probability and potential impact of an emergency at your facility? The following list helped us answer that question for our facility. Hopefully, it will do the same for you.

PARKING LOTS

- | | | |
|--|------------------------------|-----------------------------|
| Are the entrances and exits well marked? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Are the lots located in a high crime area? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Are the lots in a high traffic area? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Are the lots appropriately signed with security reminders (“lock your car”)? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Are the lots routinely patrolled by security personnel? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Is there sufficient lighting? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Are church and school vehicles parked on-site overnight? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Are member vehicles parked on-site overnight? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Is there a secured vehicle compound? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Have there been vehicle thefts from the parking lots? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Have vehicles been vandalized in the parking lots? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Have members been approached by strangers asking for money? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Are the lots visited by criminal, violent, intoxicated, or drugged persons? | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Are the lots a hangout for neighborhood teens? | <input type="checkbox"/> yes | <input type="checkbox"/> no |

Are there any overgrown shrubs or landscaping areas that provide a hiding place near parked vehicles? yes no

BUILDING PERIMETER

Is the church near any buildings or businesses that are At risk of violent crime (bars, banks)? yes no

Is the church building located in a high crime area? yes no

Are there signs of vandalism? yes no

Is the church isolated from other buildings? yes no

Is there graffiti on the walls of the buildings? yes no

Is the exterior of the building adequately lighted? yes no

Are the building entrances adequately lighted? yes no

Are all the outside lights working? yes no

Are the entrances easily seen from the street? yes no

Are the entrances free from shrub growth? yes no

Are garbage areas located away from the main building with no potential hiding places? yes no

Are garbage areas adequately lighted? yes no

ACCESS CONTROL

How many public entrances are there? [_____]

Can the number of entrances be reduced? yes no

Is the church building connected with other buildings? yes no

Is there a system to alert members of access by intruders? yes no

Is your reception area easily identifiable? yes no

Can the receptionist clearly see incoming visitors? yes no

- Is the reception area manned at all times? yes no
- Is the reception area the first point of contact for visitors? yes no
- Does the area function well as a security screening area? yes no
- Does the receptionist work alone at times? yes no

SECURITY SYSTEM

- Is there a security system in place? yes no
- If yes, is the system tested on a regular basis? yes no
- Is the existing security system effective? yes no
- Are there security guards? yes no
- Are signs posted indicating there is a security system in use? yes no

SIGNAGE

- Are there signs in the building to identify where you are? yes no
- Are there exit signs? yes no
- Are there areas where signs are needed but not present? yes no
- Are the hours of operation clearly posted? yes no
- Are signs posted that notify the public that limited cash, no drugs, or other valuables are kept on the premises? yes no

INTERIOR LIGHTING

- Is the lighting evenly spaced? yes no
- Are there any lights that are not working? yes no
- Can the public access the light control switches? yes no

STAIRWELLS & EXITS

- Do exit doors identify where they exit to? yes no
- Are there places at the bottom of stairwells where someone could hide? yes no
- Is the stairwell lighting adequate? yes no
- Can the public turn the lights out in the stairwell? yes no
- Do stairwell doors lock behind you? yes no

POSSIBLE ENTRAPMENT SITES

- Are there unoccupied rooms that should be locked? yes no
- Are there recessed doorways where someone could be hidden from view? yes no
- Are there unlocked storage areas where someone could be hidden from view? yes no
- Are there elevators where someone could be hidden from view? yes no

WORKING ALONE

- Do employees ever work alone late at night or early in the morning? yes no
- Do small groups ever meet alone late at night or early in the morning? yes no
- Do any areas of the building feel isolated? yes no
- In these areas, is there a telephone or sign directing you to assistance? yes no
- Are there alarms, or panic buttons in the building? yes no
- Can you tell what is at the other end of each corridor? yes no
- In the corridors, are there alcoves where someone could hide? yes no

ELEVATOR

- Can you tell if the elevator is occupied before entering? yes no
- Is there an emergency phone or call button in the elevator? yes no
- Is there a response procedure for elevator emergencies? yes no

RESTROOMS

- Is public access to restrooms controlled? yes no
- Can the lights in the restrooms be turned off? yes no
- Are the restrooms checked before the building is vacated? yes no

INDIVIDUAL OFFICES

- Are certain employees at higher risk of violence? yes no
- Have their offices been positioned to restrict access? yes no
- Has their furniture been arranged to maintain a distance of 4-6 feet from persons they are meeting with? yes no
- Have they reduced the number of objects that can be used as missiles or weapons? yes no
- Do these offices have natural surveillance through the use of shatterproof glass in the doors or walls? yes no

EMERGENCY ASSISTANCE

- Are emergency numbers posted on phones? yes no
- Are there evacuation procedures in place? yes no
- Is there a designated safe room where staff can go during a lock down emergency? yes no
- Is there a phone in that room? yes no
- Can the door be locked? yes no

TRAINING

Has the staff and key leadership been trained in appropriate responses to violent situations that might be encountered? yes no

Has the staff and key leadership been trained in procedures for reporting suspicious persons or incidents? yes no

THREATS AND ABUSE

Has the church experienced threatening verbal abuse? yes no

If yes, did the abuser have a relationship with the church? yes no

Has the church experienced threatening written abuse? yes no

If yes, did the abuser have a relationship with the church? yes no

Has the church received threats of physical violence to persons or property? yes no

Has the church experienced a physical assault on church property? yes no

OFFERING MONIES

Are the Sunday offering monies counted onsite? yes no

If yes, is the counting room a locked & secure area? yes no

Are Sunday offering monies kept onsite overnight? yes no

Are monies locked in a secure safe? yes no

CHAPTER 7

BOMB INCIDENTS

The possibility of receiving a bomb threat, or being bombed, is a harsh reality in today's world. If there is one point that cannot be overemphasized, it is the value of being prepared to deal with this type of emergency. Do not allow a bomb incident to catch you by surprise. By making a bomb incident plan part your emergency management plan, you can reduce the potential for personal injury, property damage, and anxiety on the part of your congregation.

BOMBS

Most bombs are homemade. They can be constructed to look like almost anything, and can be placed or delivered in a number of different ways. The only common denominator between bombs is that they are intended to explode. When searching for a bomb, remember to be suspicious of anything that looks unusual. Let a trained bomb technician determine what is or is not a bomb.

BOMB THREATS

Bomb threats are delivered in a variety of ways. The majority of threats are received via telephone. Occasionally these calls come through a third party. Sometimes a threat is communicated in writing or by a recording. Two logical explanations for reporting a bomb threat are:

- The caller has definite knowledge or believes that a bomb has been placed and wants to minimize personal injury or property damage.

- The caller wants to disrupt activities at the facility by creating an atmosphere of anxiety and panic.

Whatever the reason for the threat, there will certainly be a reaction to it. Through proper planning, the wide variety of undesirable reactions can be greatly reduced.

REDUCING VULNERABILITY TO A BOMB ATTACK

Most church structures already have some security in place. Locks on windows and doors, outside lights, etc., are all designed and installed to contribute toward the security of a facility and the protection of its occupants.

The exterior configuration of a building or facility is very important. By the use of fencing and lighting, and by controlling access, the vulnerability of a facility to a bomb attack can be reduced significantly.

Bombs being delivered by car or left in a car are a grave reality. Parking should be restricted, if possible, to three hundred feet from your building or any building in a complex. If restricted parking is not feasible, properly identified employee vehicles should be parked closest to your facility and visitor vehicles parked at a distance.

Heavy shrubs and vines should be kept close to the ground to reduce their potential to conceal criminals or bombs. Window boxes and planters are perfect receptacles for the bomber. Unless there is an absolute requirement for such ornamentation, window boxes and planters should be removed. If they must remain, a security patrol should be employed to check them regularly.

A highly visible security patrol can be a significant deterrent. If only an interior guard is utilized, consider the installation of closed circuit television cameras that cover

exterior building perimeters. Consider having an adequate burglar alarm system installed by a reputable company that can service and properly maintain the equipment. Post signs indicating that such a system is being used.

Entrance and exit doors should be installed with hinges and hinge pins on the inside to prevent removal. Solid wood or sheet metal faced doors provide better integrity than a hollow-core wooden door. A steel doorframe that properly fits the door is as important as the construction of the door.

Security and maintenance personnel should be alert for people who act in a suspicious manner, as well as objects, items, or parcels which look out of place or suspicious. Surveillance should be established to include potential hiding places (e.g., stairwells, rest rooms, and any vacant office space) for unwanted individuals.

Doors or access ways to such areas as boiler rooms, mailrooms, computer areas, switchboards, and elevator control rooms should remain locked when not in use. It is important to establish a procedure for the accountability of keys. If keys cannot be accounted for, locks should be changed.

Good housekeeping is also vital. Trash or dumpster areas should be well away from the facility and remain free of debris. An explosive device can easily be concealed in the trash. Combustible materials should be properly disposed of, or protected if further use is anticipated.

Perhaps entrances and exits can be modified to channel all visitors through someone at a reception desk. In some instances you might want to use a sign-in procedure. In other instances, the receptionist might simply serve as an observer looking for suspicious persons and packages.

RESPONDING TO BOMB THREATS

Instruct all personnel, especially those at the telephone switchboard, in what to do if a bomb threat is received. A calm response to the bomb threat caller could result in obtaining additional information. This is especially true if the caller wishes to avoid injuries or deaths. If told that the building is occupied or cannot be evacuated in time, the bomber may be willing to give more specific information on the bomb's location, components, or method of initiation. The bomb threat caller is the best source of information about the bomb. When a bomb threat is called in, use the Bomb Threat Report (page 39) and record as much information as possible. Also:

- Keep the caller on the line as long as possible. Ask him/her to repeat the message.

Record every word spoken by the person.

- Inform the caller that the building is occupied and the detonation of a bomb could result in death or serious injury to many innocent people.

- Pay particular attention to background noises, such as motors running, music playing, and any other noise that may give a clue as to the location of the caller.

- Listen closely to the voice (male, female), voice quality (calm, excited), accents, and speech impediments. Immediately after the caller hangs up, report the threat to the person designated by church leadership to receive such information.

- Report the information immediately to the police department, fire department, and other appropriate agencies.

- Remain available, as law enforcement personnel will want to interview you.

When a written threat is received, save all materials, including any envelope or container. Once the message is recognized as a bomb threat, further handling should be

avoided. Every possible effort must be made to retain evidence such as fingerprints, handwriting or typewriting, paper, and postal marks. These will prove essential in tracing the threat and identifying the writer.

DECISION TIME

The most serious of all decisions to be made during a bomb threat is whether or not to evacuate the building. In many cases, this decision may have already been made during the development of the bomb incident plan. Many churches will have a carte blanche policy that calls for immediate evacuation. This decision circumvents the calculated risk and demonstrates a deep concern for the safety of those in the building. However, such a decision can result in loss of time. Essentially, there are three alternatives when faced with a bomb threat:

- ❑ Ignore the threat.
- ❑ Evacuate immediately.
- ❑ Search and evacuate if warranted.

Ignoring the threat completely can result in some problems. While a statistical argument can be made that very few bomb threats are real, it cannot be overlooked that bombs have been located in connection with threats.

Evacuating immediately on every bomb threat is an alternative that on face value appears to be the preferred approach. However, the negative factors inherent in this approach must be considered. The obvious result of immediate evacuation is the disruptive effect on your ministries. If the bomb threat caller knows that your policy is to

evacuate each time a call is made, he/she can continually call and force you to a standstill.

Initiating a search after a threat is received and evacuating a building after a suspicious package or device is found is the third, and perhaps most desired, approach. It is certainly not as disruptive as an immediate evacuation and will satisfy the requirement to do something when a threat is received. If a device is found, the evacuation can be accomplished expeditiously while at the same time avoiding the potential danger areas of the bomb.

SEARCHING FOR BOMBS

To be proficient in searching for bombs, personnel must be thoroughly familiar with the building being searched. Keep in mind that when police or firefighters arrive, the floor plan will be unfamiliar to them if they have not previously familiarized themselves with the building.

When first entering a room, move to various parts of the room, stand quietly, and listen for a clockwork device. Frequently, a clockwork mechanism can be quickly detected without use of special equipment. Even if no clockwork mechanism is detected, you are now aware of the background noises within the room itself.

Background noise or transferred sound is always disturbing during a building search. If a ticking sound is heard but cannot be located, one might become unnerved. The ticking sound may come from an unbalanced air conditioner fan several floors away or from a dripping sink down the hall. Sound will transfer through air conditioning ducts, along water pipes, and through walls. One of the most difficult buildings to search is one

that has steam or hot water heat. This type of building will constantly thump, crack, chatter, and tick due to the movement of the steam or hot water through the pipes and the expansion and contraction of the pipes. Background noise may also include outside traffic sounds, rain, and wind.

After listening quietly begin a visual search of the room. It is generally recommended that you conduct this search using a series of visual sweeps at different heights.

The first sweep might cover items from the floor to hip height. The next sweep might cover items from the hip to eye level. The final sweep would then cover from eye level to the ceiling.

If the room has a false or suspended ceiling, a fourth sweep might involve investigation of this area. Check flush or ceiling mounted light fixtures, heating and cooling or ventilation ducts, sound or speaker systems, electrical wiring, and structural frame members.

Always encourage common sense or logic in searching. If a pastor or guest speaker has been threatened, common sense would indicate searching the speaker's platform and microphones first, followed by the normal searching technique. Never rely on random or spot checks of logical target areas. The bomber may not be a logical person.

WHEN A SUSPICIOUS OBJECT IS LOCATED

It is imperative that church personnel involved in a search be instructed that their only mission is to search for and report suspicious objects. Under no circumstances should

anyone move, jar or touch a suspicious object or anything attached to it. The removal or disarming of a bomb must be left to professionals. When a suspicious object is discovered, the following procedures are recommended:

- ❑ Immediately notify the police and fire departments.
- ❑ Evacuate the building.
- ❑ Identify the danger area, and block it off with a clear zone of at least three hundred feet, including floors below and above the object.
- ❑ Check to see that all doors and windows are open to minimize primary damage from blast and secondary damage from fragmentation.
- ❑ Do not permit reentry into the building until the device has been removed/disarmed.

HANDLING OF THE NEWS MEDIA

It is of paramount importance that all inquiries from the news media be directed to one individual appointed as spokesperson. All other persons should be instructed not to discuss the situation with outsiders, especially the news media. The purpose of this provision is to furnish the news media with accurate information and to see that additional bomb threats are not initiated in response to irresponsible statements from uninformed sources.

SUMMARY

This document serves only as a guide and is not intended to be anything more. The ultimate determination of how to handle a bomb threat must be made by the individual

responsible for the threatened facility. Develop a bomb incident plan. Draw upon any expertise that is available from local police departments, government agencies, and security specialists. Don't leave anything to chance. Be prepared!

BOMB THREAT REPORT

QUESTIONS TO ASK:

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

EXACT WORDING OF THE THREAT:

Sex of caller: _____ Race: _____

Age: _____ Length of call: _____

Phone number at which call is received:

Time: _____ Date: _____

CALLER'S VOICE:

_____ Calm	_____ Nasal
_____ Angry	_____ Stutter
_____ Excited	_____ Lisp
_____ Slow	_____ Raspy
_____ Rapid	_____ Deep
_____ Soft	_____ Ragged
_____ Loud	_____ Clearing throat
_____ Laughter	_____ Deep breathing
_____ Crying	_____ Cracking voice
_____ Normal	_____ Disguised
_____ Distinct	_____ Accent
_____ Slurred	_____ Familiar
_____ Whisper	

If voice is familiar, who did it sound like?

BACKGROUND SOUNDS:

_____ Street noises	_____ Factory
_____ Voices	_____ Animal noises
_____ PA system	_____ Clear
_____ Music	_____ Static
_____ House noises	_____ Phone booth
_____ Motor	_____ Office Machines

Other _____

THREAT LANGUAGE:

_____ Educated	_____ Incoherent
_____ Foul	_____ Taped
_____ Irrational	_____ Read Message

REMARKS: _____

REPORT CALL IMMEDIATELY TO:

Phone number: _____

PERSON MAKING REPORT:

Name: _____

Phone Number: _____

Date: _____

CHAPTER 8

MORE ON TRAINING

Everyone who works at or visits the facility should receive some form of training. This could include periodic discussion sessions to review procedures, technical training in equipment use for emergency responders, evacuation drills, and full-scale exercises. Below are some basic guidelines for developing and maintaining an effective training plan.

PLANNING CONSIDERATIONS

Assign responsibility for developing the training plan. Consider the training and information needs for church staff, volunteers, ministry leaders, contractors, visitors, and those with a role in emergency management. Determine:

- ❑ Who will be trained?
- ❑ Who will do the training?
- ❑ What training activities will be used?
- ❑ When and where each session will take place?
- ❑ How the session will be evaluated and documented?

Consider how to involve community responders in training activities. Conduct reviews after each training activity. Involve both church personnel and community responders in the evaluation process.

POSSIBLE TRAINING ACTIVITIES

- ❑ Orientation and Education Sessions - These are regularly scheduled discussion sessions to provide information, answer questions and identify needs and concerns.
- ❑ Tabletop Exercise – These are meetings held in a conference room setting to discuss responsibilities and desired reactions to emergency scenarios. This is a cost-effective and efficient way to identify areas of overlap and confusion before conducting more demanding training activities.
- ❑ Walk-through Drill - This activity is similar in scope to a tabletop exercise, only personnel walk through the facility and identify potential problem areas.
- ❑ Functional Drills - These drills test specific functions such as medical response, emergency notifications, warning and communications procedures and equipment, though not necessarily at the same time. Personnel are asked to evaluate the systems and identify problem areas.
- ❑ Evacuation Drill - Personnel walk the evacuation route to a designated area where procedures for accounting for all personnel are tested. Participants are asked to make notes as they go along of what might become a hazard during an emergency, e.g., stairways cluttered with debris, smoke in the hallways. Plans are modified accordingly.
- ❑ Full-scale Exercise -- A real-life emergency situation is simulated as closely as possible. This exercise involves church emergency response personnel, the congregation, and community response organizations.

STAFF TRAINING

General training for all church employees should address:

- ❑ Individual roles and responsibilities.
- ❑ Information about threats, hazards and protective actions.
- ❑ Notification, warning and communications procedures.
- ❑ Emergency response procedures.
- ❑ Evacuation, shelter and accountability procedures.
- ❑ Location and use of common emergency equipment.
- ❑ Emergency shutdown procedures.

ANNUAL EVALUATION AND MODIFICATION

A good policy is to conduct a formal audit of the entire emergency management plan at least once a year. Among the issues to consider are:

- ❑ How can you involve all levels of management in evaluating and updating the plan?
- ❑ Are the problem areas and resource shortfalls identified in the vulnerability assessment being corrected?
- ❑ Does the plan reflect lessons learned from drills and actual events?
- ❑ Do emergency management and emergency response personnel understand their respective responsibilities? Have new members been trained?
- ❑ Does the plan reflect changes in the physical layout of the facility? Does it reflect new facility processes?
- ❑ Are photographs and other records of facility assets up to date?

- ❑ Are training objectives being attained?
- ❑ Have the hazards and danger points in the facility changed?
- ❑ Are the names, titles and telephone numbers in the plan up to date and current?
- ❑ Have community agencies and organizations been briefed on the plan? Are they involved in evaluating the plan?

OTHER EVALUATION AND MODIFICATION PERIODS

In addition to a yearly audit, the following are good times to evaluate and modify the emergency management plan:

- ❑ After each training drill or exercise.
- ❑ After each emergency.
- ❑ When personnel or their responsibilities change.
- ❑ When the layout or design of the facility changes.
- ❑ When policies or procedures change.
- ❑ Remember to brief personnel on changes to the plan.

CHAPTER 9

STANDARD TERMINOLOGY

When it comes to emergency management, finding a universal set of terms is difficult. Different agencies within the United States government even use different terms and acronyms to accomplish similar tasks. For our purposes, we have chosen to draw from the basic terms used by the Federal Emergency Management Agency (FEMA). The following discusses those terms and describes how they fit the church environment.

DIRECTION AND CONTROL

The system for managing resources, analyzing information and making decisions in an emergency is called direction and control. When it comes to direction and control, the configurations used by churches will vary depending on the size and location of the church. Some churches will opt to accomplish all tasks using volunteers. Some will use a combination of paid church staff and volunteers. Others will use church staff, volunteers and professional security services. No matter how you choose to organize, the key principle to remember is that direction and control requires that someone be in charge.

EMERGENCY MANAGEMENT GROUP (EMG)

Some churches might want to refer to this as the Emergency Management Committee. However, FEMA uses the word Group. The EMG is the leadership team responsible for controlling the various different aspects of emergency management activities. EMG members should be church leaders who have the authority to:

- ❑ Assess the situation and assume command of incident response activities as necessary.
- ❑ Implement the emergency management plan.
- ❑ Determine response strategies.
- ❑ Activate resources.
- ❑ Order an evacuation.
- ❑ Declare the end of an incident.

EMERGENCY MANAGEMENT DIRECTOR (EMD)

The Emergency Management Director heads up the church's emergency management program. The EMD allocates resources and interfaces with outside emergency response organizations, regulatory agencies, the community, and the media.

INCIDENT COMMANDER (IC)

The Incident Commander (IC) is the person on the spot. The IC is responsible for front-line management of the incident, for determining whether outside assistance is needed and for initiating requests for internal resources or outside assistance.

EMERGENCY OPERATIONS CENTER (EOC)

The EOC serves as a centralized management center for emergency operations. Here, decisions are made based upon information provided by the IC and other personnel. Regardless of size or process, every facility should designate an area where decision makers can gather during an emergency.

The EOC should be located in an area of the facility not likely to be involved in an incident, perhaps an office, classroom, or a conference room. An alternate EOC should be designated in the event that the primary location is not usable.

Each church must determine its requirements for an EOC based upon the functions to be performed and the number of people involved. Ideally, the EOC is a dedicated area equipped with communications equipment, reference materials, activity logs and all the tools necessary to respond quickly and appropriately to an emergency.

CHAPTER 10

LESSONS LEARNED

BEGIN WITH LEADERSHIP AT THE TOP

All church leaders should work together to make emergency management planning a priority. Top leadership should help set the agenda, secure required funds, and bring the necessary people together.

OPEN THE CHANNELS OF COMMUNICATION

Relationships need to be built in advance so that emergency responders are familiar with your church. Cultivate a relationship with city emergency managers, public works officials, and health professionals before an emergency takes place. Do not overlook local media. It is important that they understand how the church will respond in an emergency.

PARTNER WITH OTHER COMMUNITY GROUPS

Include law enforcement, fire safety officials, emergency medical services, and health professionals in the planning process. Do not plan in a vacuum or reinvent the wheel. These groups know what to do in an emergency and can be helpful in the development of your plan. Use them to help develop a coordinated plan of response.

ESTABLISH A COMMON VOCABULARY

It is critical that church staff and emergency responders know each other's terminology. Work with emergency responders to develop a common vocabulary. The words used to

give directions for evacuation, lockdown, and other actions should be clear and not hazard specific. The Federal Emergency Management Agency recommends using plain language to announce the need for action, for example, “evacuate” rather than “code blue.”

MEET INDIVIDUAL MINISTRY NEEDS

A plan should not be one document. It should be a series of documents targeted at various audiences. For example, a church could use detailed response guides for staff planners; wall charts for Sunday school teachers; emergency response toolboxes for maintenance personnel; and wallet cards containing evacuation routes for ushers. Plans should also be age appropriate. Elementary school children will behave much differently in an emergency than high school students or senior citizens. Be sure to consider all ministries in the planning process, especially those who are involved with children on days other than Sunday.

PLAN FOR DIVERSE NEEDS

Don't forget to address children and adults with physical, sensory, motor, developmental, or mental challenges. Special attention is also needed for children with limited English proficiency. Documents may be needed in several languages.

PROVIDE READY ACCESS TO THE PLAN

People who have experienced an emergency often report that they go on “autopilot” during an incident. They need to know what to do in advance. This will help to alleviate panic and anxiety when an incident occurs.

TRAINING AND PRACTICE ARE ESSENTIAL

Most church attendees know what to do in case of a fire, but would they know what to do in a different emergency? Evacuation and lockdown drills in addition to fire drills are a good idea. Drills also allow you to evaluate what works and what needs to be improved.

PLANS SHOULD BE LIVING DOCUMENTS

They should be reviewed and revised regularly. Analyzing how well a plan worked in responding to an incident, whether a drill or a real event, is crucial. Documenting all actions taken before, during, and after an event helps in identifying the strengths and weaknesses of a plan. Use this information to strengthen the plan.

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Part Two



Sample Emergency Management Plan

Emergency Management Plan

Loudonville Community Church
374 Loudon Road
Loudonville, New York 12211
(518) 426-0751

www.lcchurch.org

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PURPOSE AND SCOPE

Purpose

The purpose of this plan is to establish guidelines, assign responsibilities, and promote awareness in responding to emergencies that may affect Loudonville Community Church. The plan is also designed to provide guidelines to assist those dealing with emergencies, and provide resources to expedite the return to normal operations with minimal negative impact.

Scope

The following guidelines apply to all employees, members, guests, and auxiliary organizations of Loudonville Community Church, and to the buildings and grounds owned and operated by the church. They are intended to help the church protect life and property and minimize the damage caused by emergency situations.

All church leaders and volunteers should receive training and review of these procedures. At a minimum, training will be conducted twice a year in September and January. The Church Business Administrator has overall responsibility for scheduling and coordinating training.

The policies and procedures described herein may be changed as necessary or as laws dictate. As policies and procedures change, additional training will be conducted to ensure that those impacted are aware of the changes.

Rather than use an outline format, each topic is presented as its own section, or chapter. The reason for this is to make it easier to pull topics as quick reference material or lesson plans. Additionally, the selected format lends to an easy download to the church web site.

There will be one master copy of this document. It will be kept in the Church Business Administrator's office. Recommendations and comments for improving this document are welcomed. They should be submitted in writing to the following address:

Loudonville Community Church
Attn: Church Business Administrator
374 Loudon Road
Loudonville, New York 12211

Or

www.lcchurch.org

LEVELS OF EMERGENCIES

The Loudonville Community Church Emergency Management Plan is designed to provide guidelines for responding to a variety of incidents and emergencies that affect the church. Not all emergencies require the same degree of response, and each incident should be evaluated on a case-by-case basis.

Level 1 (Minor Emergency)

A Level 1 emergency is an event of limited impact that does not affect the overall operation and function of the church. Examples would include temporary limited power outages, injuries, or a small fire. A minor emergency can normally be handled using a limited number of people and does not require notification throughout the church complex.

Level 2 (Major Emergency)

A Level 2 emergency is an event that has disrupted or potentially may disrupt the overall operation and function of the church or have an adverse impact on a major portion of the church population. Examples include major fires, death(s), or partial infrastructure failure.

Level 3 (Disaster)

A Level 3 emergency is a church-wide event that disrupts the operations and functions of the church and involves major damage or systems failure. Disasters impact not only the church, but possibly the surrounding cities and beyond. Examples include widespread extended power outages, severe natural disasters, or serious acts of terrorism.

Note: Major Emergencies and Disasters will require notification of outside help (i.e.; Police, Fire Department, etc.).

GENERAL GUIDELINES

Definition of a Leader

For the purposes of this document, a leader means anyone leading any type of event on church grounds. A few examples of leaders are: Sunday School Teachers, small group leaders, board chairs, youth group leaders, Choir Director, Headmaster.

What Leaders Need to Know about Emergency Preparedness

Because of the size of our complex, and the wide range of activities and meeting times, leaders at Loudonville Community Church will have the primary responsibility for the safety of their class, group, audience, or school. The church staff will assist with planning and coordination to the greatest extent possible. But the leader on the scene must serve as the authority figure for the group being led, and influence how the group responds in an emergency. Leaders who are prepared for emergencies will be able to protect their group by being in control and giving calm and clear directions. There will be limited centralized command and control during Monday through Saturday events. The Emergency Management Group will be in control of Sunday morning services.

Consistent with this guideline, leaders should:

- ❑ Be familiar with the policies and procedures contained in this document.
- ❑ Provide their audience with general information relating to emergency procedures. This information should be shared during the first week of meetings or at the start of a seminar.
- ❑ Know how to report an emergency from each room used.
- ❑ Ensure that persons with disabilities have the information they need. The leader should be familiar with disabled students' plans and also be able to direct visitors with disabilities.
- ❑ Take responsible charge of the group and follow emergency procedures for all building alarms and emergencies.

Evacuation Routes

The church has posted floor plans in rooms showing evacuation routes. Check your room(s) to confirm that the plans are posted. Please notify the Church Office at 426-0751 if the plans are not posted in your room(s).

Emergency Assembly Points

After a group leaves the alarmed building or area, it is important for them to go to a predetermined location where the each person's presence can be accounted for. This "safe area" will be a designated Emergency Assembly Point where the group will not interfere with responding emergency services nor place themselves at risk of injury from the emergency. Posted evacuation routes lead the occupants out the building. Look on the building evacuation route floor plans and decide on your Emergency Assembly Point before an emergency takes place. Also, make sure that parents know where they can pick up their child in the event the building cannot be re-entered.

Evacuation of persons with Disabilities

If there is a person with a disability in the audience, the leader must know the person's response plan and who may be assisting him/her. Four options are available to persons with disabilities (refer to additional procedures in the section on Evacuation Procedures):

- ❑ Horizontal Evacuation to the outside or another part of the building, if available.
- ❑ Stairway Evacuation.
- ❑ Stay in Place unless danger is imminent.
- ❑ Area of Refuge if available.
- ❑ **Do not use elevators during an emergency evacuation!**

Reporting to Emergency Personnel

After exiting and accounting for students, notify emergency personnel of persons missing or trapped or persons with disabilities that are waiting for assistance in areas of refuge.

Fire Alarms

Fire alarms will be a sound and may include strobe lights for people with hearing disabilities. When the alarm sounds, everyone must exit the alarmed area according to the evacuation plan.

- ❑ **Everyone Must Evacuate Immediately!**
- ❑ Procedures that may be hazardous if left unattended should be shut down.
- ❑ Verify that everyone leaves and that all the doors are closed. Closed doors significantly reduce fire and smoke damage.

Power Outage

Currently, the Loudonville Community Church buildings are not provided with emergency or standby power. Consequently, if the power does go out during a class or meeting, have the people stay in their seats for a little while and wait for the power to return. If the power does not return in a reasonable length of time (5 minutes), evacuate the room. Evacuation should take advantage of available lighting unless the building is in alarm, in which case use the same evacuation procedures as during a fire. Emergency lighting may or may not be functioning in the room, hallway, or stairways.

How to Report an Emergency

Check each room for the nearest working telephone or the nearest fire alarm pull station.

- ❑ Fire: Activate Fire Alarm Pull Station.
- ❑ Health/Police: Call 911.
- ❑ Hazardous Material Spill: Contact a Custodian.
- ❑ Facility or Utility Failure: Contact a Custodian.

Emergency Preparedness Materials that Leaders should have with them in Class

- ❑ Class Roster.
- ❑ Important telephone numbers.
- ❑ Universal Precautions Kit, which is described in detail in the section labeled Universal Precautions Kit.
- ❑ Emergency escape route diagram, which should be on the wall of every room.

EVACUATION PROCEDURES

At the sound of the fire alarm:

- ❑ Everyone must evacuate the building immediately! The Loudonville Community Church alarm system automatically calls and notifies local emergency services. Our only task is to safely evacuate and move well away from the building.
- ❑ Procedures that may be hazardous if left unattended should be shut down.
- ❑ Verify that everyone has left the room, close all doors and windows, leave the lights on.
- ❑ Walk quickly to the nearest marked exit and advise others to do the same.
- ❑ **Assist children, the elderly, and those with disabilities to exit the building!**
- ❑ Do not use the elevators in case of fire.
- ❑ Each leader of youth and children is responsible for the young people placed in his or her care until they are turned over to their parents/guardians. (See the section on Evacuating Youth and Children for more detailed information on this topic).
- ❑ The police and fire marshals will check the facility and inform those who have not heard the announcement to evacuate the building.
- ❑ A Command Post may be set up near the facility. Keep clear of the Command Post unless you have official business.
- ❑ Do not re-enter the building until told to do so. An “all secure” announcement will be made when it is safe to re-enter the building.

EXPLOSION

In the event of an explosion, take the following action:

- ❑ Immediately take cover under a table, desk, or other object that will give protection against falling glass or debris.
- ❑ After the immediate effects of the explosion and/or fire have subsided, notify a Custodian.
- ❑ If necessary, or when directed to do so, activate the building alarm (fire alarm).
- ❑ When the building evacuation alarm is sounded or when you are told by church officials to leave, walk quickly to the nearest marked exit and advise others to do the same. **Assist those with disabilities in exiting the building!**
- ❑ **Do not use elevators in case of fire.**
- ❑ Once outside, move to a clear area that is well away from the affected building. Keep streets and walkways clear for emergency vehicles and crews.
- ❑ If requested, assist emergency crews as necessary.
- ❑ A Command Post may be set up near the disaster site. Keep clear of the Command Post unless you have official business.
- ❑ **Do not re-enter the building** until told to do so. The “all secure” signal will be given when it is safe to re-enter the building.

CRIMINAL OR SUSPICIOUS BEHAVIOR

Everyone is asked to assist in making the church complex a safe place by being alert to suspicious situations and promptly reporting them.

If you observe a criminal act, or whenever you observe a suspicious person on the church grounds:

- ❑ Immediately notify the Police. Be prepared to provide the following information:
 - Nature of the incident.
 - Location of the incident.
 - Description of person(s) involved.
- ❑ Description of property involved.
- ❑ Assist the officers when they arrive by supplying them with all additional information and ask others to cooperate.
- ❑ If there is gunfire or an explosion, you should take cover immediately using all available concealment. After the disturbance, seek emergency first aid if necessary.

Contact with suspect

- ❑ Do not approach the suspect unless completely safe. As a rule, wait for local law enforcement personnel to arrive.
- ❑ Maintain cover and be deliberate in action.
- ❑ Be aware of a possible hostage situation.
- ❑ Direct suspect to a position that allows officers to establish control and protect bystanders.
- ❑ Determine if there are other suspects, weapons, explosives, etc.

What to do if taken hostage

- ❑ The initial 45 minutes are the most dangerous. Follow instructions, be alert - and stay alive. The captor is likely to be emotionally unbalanced.

- ❑ Don't speak unless spoken to and then only when necessary. Don't talk down to the captor who may be in an agitated state. Avoid appearing hostile.
- ❑ Try to rest. Avoid speculating. Comply with instructions as best you can. Avoid arguments. Expect the unexpected.
- ❑ Be observant. You may be released or have the opportunity to escape. The personal safety of others may depend on your memory.
- ❑ Be prepared to answer the police on the phone. Be patient, wait.
- ❑ If the opportunity presents itself, attempt to establish rapport with the captor.
- ❑ If medications, first aid, or rest room privileges are needed by anyone, say so. In all probability, the captors do not want to harm persons held by them. Such direct action further implicates the captor in additional offenses.

UTILITY FAILURE

In the event of a major utility failure, immediately notify a Custodian.

If an emergency exists, activate the building alarm (fire alarm) and evacuate the building.

Assist those with disabilities in exiting the building! Do not use elevators in case of fire.

Once outside, move well away from the affected building(s).

Keep the walkways, fire lanes, and hydrants clear for emergency crews.

A Command Post may be set up near the emergency site. Keep clear of the command post unless you have official business.

Do not return to an evacuated building unless told to do so by a church official.

Power Failure or Electrical/Light Failure:

Emergency lighting may not always provide sufficient illumination in corridors and stairs for safe exiting. Therefore, it is advisable for groups meeting at night to have a flashlight available for emergencies. Emergency lighting in buildings is designed to last 30-45 minutes to allow occupants of a building sufficient time to evacuate.

Emergency Power Generation

Currently, there are no backup generators on the Loudonville Community Church property.

Elevator Failure

If you are trapped in an elevator, use the emergency phone. Stay calm and understand that elevators have a failsafe condition, which means the elevator cannot go into free fall.

Plumbing Failure/Flooding

Stop using all electrical equipment. Notify a Custodian. If necessary, vacate the area.

Serious Gas Leak

Cease all operations. **Do not switch lights or any electrical equipment on or off.**

Remember, electrical arcing can trigger an explosion! Notify a Custodian immediately.

Ventilation Problem

If smoke odors comes from the ventilation system, immediately notify a Custodian. If necessary, cease all operations and vacate the area.

SHELTER IN PLACE

During certain emergency situations—such as armed intruder, chemical releases, radioactive material releases, and some weather emergencies—you may be advised to “lock down” and shelter in place rather than evacuate the building.

When you hear the words “Lock Down” over the intercom or through other means, take the following steps:

- ❑ Go inside or stay inside the building.
- ❑ Do not use the elevator(s).
- ❑ Shut and lock all windows and doors.
- ❑ Turn off the heat, air conditioning, or ventilation system, if you have local controls for these systems.
- ❑ If possible, go to a room or corridor where there are no windows. In the event of a chemical release, go to an above ground level of the building, since some chemicals are heavier than air and may seep into the lower levels even if the windows are closed.
- ❑ If possible, monitor the church web page (www.lcchurch.org), radio, or television for further information and instructions.
- ❑ Do not call for help unless you are reporting a life-threatening situation.
- ❑ When the "all clear" is announced:
 - Open windows and doors.
 - Turn on the heating, air conditioning, or ventilation system.
 - Go outside and wait until the building has been vented.

PSYCHOLOGICAL CRISIS

A psychological crisis exists when an individual is threatening harm to himself/herself or to harm others, or is out of touch with reality due to severe drug reactions or psychological problems. Psychological problems may be manifested by hallucinations or uncontrollable behavior, or the person could be a walk-away from a nursing home or hospital.

If a psychological crisis occurs:

- ❑ Never try to handle on your own a situation you feel is dangerous.
- ❑ Notify the police. Clearly state that you need immediate assistance, and give your name and location.
- ❑ Police are able to remove someone to a hospital Emergency Room against their will when they have probable cause that the person is a danger to himself/herself or others.

BOMB THREATS

A bomb threat may come to the attention of the receiver in various ways. It is important to compile as much information as possible. Please **do not** attempt to notify or evacuate the entire building as this could consume valuable time that would be better used to gather important information. Please keep in mind that the vast majority of bomb threats are false and are primarily intended to elicit a response from the building occupants. However, that being said, do not ignore the threat; report it immediately to the Police.

In the case of a written threat, it is vital that the document be handled as little as possible, as this is evidence that should be turned over to the Police. If the threat should come via e-mail, make sure to **save** the information on your computer.

Most bomb threats are transmitted over the telephone. Therefore, the following instructions will be provided with that assumption.

Immediate Action

Remain calm and immediately **refer to the Bomb Threat Report** (see next page). If applicable, pay attention to your telephone display and record the information shown in the display window.

The objective is to keep the caller on the line as long as possible and gather as much information as possible. Try not to anger the caller at any time.

While engaging the caller:

- ❑ Pay attention to any background noise and distinctive sounds (machinery, traffic, other voices, music, television, etc.).
- ❑ Note characteristics of the caller's voice (gender, age, education, accent, etc.).
- ❑ Attempt to obtain information on the location of a device (building, floor, room, etc.).
- ❑ Attempt to obtain information on the time of detonation and type of detonator.
- ❑ **Immediately** after the caller has ended the call, **notify the Police.**

If the threat was left on your voice mail, **do not erase it.** Notify the Police and let them listen to it.

BOMB THREAT REPORT

QUESTIONS TO ASK:

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

EXACT WORDING OF THE THREAT:

Sex of caller: _____ Race: _____

Age: _____ Length of call: _____

Phone number at which call is received:

Time: _____ Date: _____

CALLER'S VOICE:

_____ Calm	_____ Nasal
_____ Angry	_____ Stutter
_____ Excited	_____ Lisp
_____ Slow	_____ Raspy
_____ Rapid	_____ Deep
_____ Soft	_____ Ragged
_____ Loud	_____ Clearing throat
_____ Laughter	_____ Deep breathing
_____ Crying	_____ Cracking voice
_____ Normal	_____ Disguised
_____ Distinct	_____ Accent
_____ Slurred	_____ Familiar
_____ Whisper	

If voice is familiar, who did it sound like?

BACKGROUND SOUNDS:

_____ Street noises	_____ Factory
_____ Voices	_____ Animal noises
_____ PA system	_____ Clear
_____ Music	_____ Static
_____ House noises	_____ Phone booth
_____ Motor	_____ Office Machines

Other _____

THREAT LANGUAGE:

_____ Educated	_____ Incoherent
_____ Foul	_____ Taped
_____ Irrational	_____ Read Message

REMARKS: _____

REPORT CALL IMMEDIATELY TO:

Phone number: _____

PERSON MAKING REPORT:

Name: _____

Phone Number: _____

Date: _____

EVACUATION ROUTES

Room 114	Exit through room's exterior door.
Room 116	Exit through room 114.
Room 117	Exit through room 118.
Room 118	Exit through room's exterior door.
Room 120	Exit through room's exterior door.
Room 123	Exit through room 120.
Room 124	Exit through room 120.
Room 125	Exit through room 120.
Room 126	Exit through room 120.
Room 127	Exit through classroom wing's southeast exit door.
Room 128	Exit through classroom wing's southeast exit door.
Room 129	Exit through classroom wing's southeast exit door.
Room 130	Exit through classroom wing's southeast exit door.
Room 131	Exit through classroom wing's southeast exit door.
Room 132	Exit through classroom wing's southeast exit door.
Room 134	Exit through room 118.
Room 136	Exit through room 118.
School Office	Exit through school lobby doors.
Gym	Exit through school lobby doors.
Room 314	Exit through school lobby doors.
Room 315	Exit through school lobby doors.
Room 316	Exit through school lobby doors.

Room 318	Exit through school lobby doors.
Room 320	Exit through school lobby doors.
Room 334	Exit through school lobby doors.
Room 335	Exit through school lobby doors.
Room 336	Exit through school lobby doors.
Teacher's Lounge	Exit through school lobby doors.
AD's Office	Exit through school lobby doors.
Room 325	Exit by southeast stairs.
Computer Lab	Exit by southeast stairs.
Room 327	Exit by southeast stairs.
Room 328	Exit by southeast stairs.
Room 329	Exit by southeast stairs.
Room 330	Exit by southeast stairs.
Room 331	Exit by southeast stairs.
Room 332	Exit by southeast stairs.
Commons	Exit through north doors.
Sanctuary	Exit into commons, turn left, exit building through north doors.
Worship Resource	Exit into hallway, turn left, exit building via door at top of stairs.
Nursery	Exit into Commons, turn right, exit building via north doors.
Kitchen	Exit into the hallway, turn left, go down the stairs & exit the building through room 118.
Nurses Office	Exit into the hallway, turn right, go down the stairs & exit the building through room 118.
Library	Exit into the hallway, turn right, go down the stairs & exit the building through room 118.

Fellowship Hall	Exit into the Narthex, turn right & exit building through Route 9 door.
Church Offices	Exit into the Narthex, turn right & exit building through Route 9 door.
Youth Center	Immediately exit building through the northeast exterior door or Exit room into the Narthex, turn left & exit building through the Route 9 door.
Room 213	Exit room into the hallway, turn right & exit the building through the north handicap parking doors.
Room 215	Exit room into the hallway, turn right & exit the building through the north handicap parking doors.
Bear's Pantry	Exit north through exterior door.

PULPIT ANNOUNCEMENT

In the event the fire alarm should sound, it is imperative that the congregation remains calm and then evacuates in an orderly manner. The following will be kept at the Pulpit and read as necessary:

- ❑ “The noise you are hearing is the fire alarm.”
- ❑ “In just a few moments, I will release you to evacuate.”
- ❑ “The important thing for us all to do right now is remain calm.”
- ❑ “All Elders, Deacons, and off duty Ushers, please move to the Nursery and assist with their evacuation as needed.”
- ❑ “For everyone else, when you evacuate, please leave the building via the posted routes.”
- ❑ “On your way out, please help with the disabled, elderly and young children around you.”
- ❑ “Once you exit the building, it is important that you move well away from the building and allow room for responding emergency vehicles, equipment and personnel.”
- ❑ “If you have children in the Nursery or Children’s Church, they are being well protected and will not be released until you pick them up.”
- ❑ “Ready?”
- ❑ “Evacuate.”

MEDICAL EMERGENCY

If a serious injury or illness occurs, immediately dial 911. Give your name, and describe the nature and severity of the medical problem and the location of the victim.

Be prepared to provide specific locations to the scene. Request available assistance from other persons present to aid responding Emergency Medical Services personnel get to the location as quickly as possible.

In case of minor injury or illness, provide first aid care to the level of your ability. A Universal Precautions Kit can be found in each room of the building.

In case of serious injury or illness quickly perform the following steps:

- ❑ Keep the victim still and comfortable. **Do not move the victim.**
- ❑ Ask the victim, "Are you OK?" and "What is wrong?"
- ❑ Check breathing and give artificial respiration if necessary.*
- ❑ Control serious bleeding by direct pressure on the wound.*
- ❑ Continue to assist the victim until help arrives.
- ❑ Look for emergency medical ID's such as bracelets on injured persons, question witness(s), and give all information to the responding emergency personnel

***Note:** Only qualified trained personnel should provide first aid treatment (e.g.: first aid, CPR/AED).

BLOOD AND BODY FLUID CLEANUP

The following are universal instructions for dealing with blood and body fluid cleanup:

- ❑ Wear disposable gloves before handling blood/body fluid.
- ❑ Provide first aid treatment as necessary.
- ❑ After giving first aid, place all disposable items contaminated with small amounts of blood in a plastic bag. Tie the bag shut and place it in a wastebasket.
- ❑ Any clothing contaminated with blood or body fluid should be placed in a plastic bag and sent home or to the hospital with the injured person.
- ❑ Any blood/body fluids spilled on surfaces should be cleaned up with soap and water. The surfaces should be disinfected with household bleach (1:10 part water) or rubbing alcohol.
- ❑ After providing first aid and/or cleaning up a blood/body fluid spill, remove the plastic gloves, turning them inside out during removal. Place the soiled gloves in a plastic bag with other contaminated items. Tie the bag and dispose of the contaminated material in a wastebasket.
- ❑ Wash hands, thoroughly, with soap and water.
- ❑ Larger blood/body fluid spills should be referred to a Custodian for cleaning and disinfecting. In cases of severe injury with excessive bleeding, or body fluid release, contaminated materials must be placed in a red container marked "biomedical waste." This container is located in the LCS Nurse's Office.
- ❑ If your skin, eyes, or mucous membranes have come in direct contact with blood or body fluids from another individual or from a contaminated surface, wash the exposed area with soap and water immediately and report the exposure incident to the Church Office using an accident report form.

UNIVERSAL PRECAUTIONS KIT

In order to expedite the handling of situations requiring first aid and blood/body fluid cleanup, a Universal Precautions Kit will be tacked to the wall of each room near the evacuation diagram. Each kit will contain the following:

- Two pair of rubber gloves.
- Five 2"x 2" sterile gauze pads (12 ply).
- Five alcohol prep pads.
- Two antimicrobial hand wipes.
- One quart sized zip lock bag.
- Five 4"x 4" sterile gauze pads (12 ply).
- Five band aids.
- One copy of the universal instructions for dealing with blood and body fluid cleanup.

Note: In addition to the Universal Precautions Kits, First Aid Kits will be located at the:

- Welcome Center.
- Maintenance Office.
- Nursery.
- Youth Director's Office.

INCLEMENT WEATHER

Loudonville Community Church generally operates 17 hours a day, 7 day a week. There will be occasions, however, when the church suspends some operations due to severe inclement weather or other emergencies.

Decisions for delayed church openings, early releases, or building closure due to inclement weather will be made by the Senior Pastor in conjunction with the church executive staff.

In instances of delayed openings, early releases, or building closures, only employees essential to the operation of the church will be required to work. As a general guideline, this will include the maintenance staff. In the event that other staff departments are deemed necessary, department directors will notify personnel in those areas.

Closure, Delayed Openings, and Early Release

In the event of closure or delayed opening, announcements will be sent to the local media from the Church Office Manager. If time and access permits, the Church Office Manager will also place the announcement on the church web site, send electronic email messages to employees and ministry leaders as appropriate, and leave telephone voice messages as necessary.

In the event of an early release, the Church Office Manager will relay information to church employees. Employees are required to confirm that they are released from work with their supervisor prior to leaving.

SUSPICIOUS MAIL SCREENING PROCEDURES

What constitutes "suspicious mail"? Some typical characteristics detected by Postal Inspectors over the years, which ought to trigger suspicion, include parcels that:

- ❑ Are unexpected or from someone unfamiliar to you.
- ❑ Are addressed to someone no longer with your organization or are otherwise outdated.
- ❑ Have no return address, or have one that can't be verified as legitimate.
- ❑ Are of unusual weight, given their size, or are lopsided or oddly shaped.
- ❑ Are marked with restrictive endorsements, such as "Personal" or "Confidential."
- ❑ Have protruding wires, strange odors, powders, or stains.
- ❑ Show a city or state in the postmark that doesn't match the return address.
- ❑ Have hand-written or poorly typed addresses.

What to do if you receive suspicious mail

If it is a letter that you have opened:

- ❑ Remain calm.
- ❑ Set it down gently at the location where you first read it.
- ❑ Move to an area that will minimize possible exposure.
- ❑ Avoid contact with others when possible, and remain in the area. If it is a note that you happen to find, **leave it alone**.
- ❑ Advise a co-worker in the immediate area what has happened and ask them to call the Police.
- ❑ For possible contamination situations, have the building's ventilation system shut down and turn off any fans in the area.
- ❑ Do not allow others into the area.

What you should *not* do

- ❑ Do not pass the letter or note to others to look at.
- ❑ Do not disturb any contents in the letter or note.
- ❑ Do not ignore the threat. It must be treated as real until properly evaluated.

EVACUATING YOUTH AND CHILDREN

At the sound of the fire alarm, or when instructed to exit the building, exit according to the evacuation diagram located in each room.

The leader should:

- Be the last to leave the classroom.
- Bring a class roster.
- Bring the Universal Precautions Kit, which is found in a plastic bag tacked to the wall near the evacuation diagram.
- Make sure all youth and children are safely out of the classroom.
- Leave the lights on.
- Make sure all the windows and doors are closed.

Once outside the building:

- The youth and children should stand in a straight line and be moved the designated Emergency Assembly Point well away from the building.
- The leader should then take attendance and ensure that all the youth and children are accounted for.
- Re-enter the building when the “all secure” signal is given.
- If re-entry is not authorized, release the youth and children to a parent or guardian only.

ACCIDENT REPORT

***Please fill out this form and return it to the church office.**

1. Injured Person

Name:

Home Phone:

Home Address:

If a child, include parent/guardian's name:

Does the injured person have health insurance? Yes No

2. Accident

Location of accident:

Date of accident:

Time of accident:

How did accident take place? (use back of page if necessary):

3. Nature of Injury

Supervision at time of accident:

Cause of accident?

Describe injury:

Taken to hospital or doctor? Yes No

Method of transportation?

Name and address of hospital?

Name and Address of doctor?

Details of hospital/doctor visit:

4. Witnesses

Name:

Address:

Phone:

Name:

Address:

Phone:

5. Person Making Report

Printed Name:

Date of Report:

MANAGING SUNDAY MORNING SERVICES

An Emergency Management Group (EMG) will be formed by the Church Business Administrator and clearly identified before each service. The purpose of the Emergency Management Group is to provide leadership before, during and after a threatening situation. Each Group member will be responsible for coordinating emergency response actions in their area of responsibility. Group members will generally be as follows:

- ❑ Emergency Management Group Leader
- ❑ Maintenance Team Leader
- ❑ Usher Team Leader
- ❑ Nursery Team Leader
- ❑ Children's Church Team Leader
- ❑ Parking Ministry Team Leader
- ❑ Medical Response Team Leader
- ❑ Sunday School Team Leader

DUTIES OF THE CHURCH BUSINESS ADMINISTRATOR

The Church Business Administrator is the church's Emergency Management Director. He or she will ensure that an Emergency Management Group is clearly identified and trained for each event. Additionally, the Church Business Administrator will schedule and coordinate Emergency Management training for church leaders and volunteers at least once every six months. This training should include basic medical and lifesaving techniques. The Church Business Administrator will also:

- ❑ Carry a pager from the Nursery, a cell phone and a two-way radio.

- ❑ Monitor the EMG radio net throughout each event.
- ❑ Act as a roving patrol and walk through the facility once during each event checking for suspicious looking persons or packages.
- ❑ During an emergency situation, assist the EMG Leader as necessary.

DUTIES OF THE EMERGENCY MANAGEMENT GROUP LEADER

During his or her tour of duty, the EMG Leader is responsible for the entire church complex and will:

- ❑ Coordinate and supervise the actions of the EMG.
- ❑ Ensure that all members of his or her EMG are clearly briefed and understand their responsibilities.
- ❑ Carry a pager from the Nursery, cell phone and, two-way radio.
- ❑ Maintain contact with the EMG throughout the event.
- ❑ Act as a roving patrol and walk through the facility once during each event checking for suspicious looking persons or packages.
- ❑ During an emergency, report to the scene of the emergency and take charge of the situation as necessary.

DUTIES OF THE USHER TEAM LEADER

The Usher Ministry assigns an Usher Team and Team Leader to each of the Worship Services on Sunday morning. During his or her tour of duty, the Usher Team Leader is responsible for the Sanctuary, Commons, and Youth Center area and will:

- ❑ Coordinate and supervise the actions of the Usher Team.

- ❑ Ensure that all Ushers on duty are clearly briefed on Emergency Management procedures.
- ❑ Carry a two-way radio and maintain contact with the EMG Leader.
- ❑ Ensure each Usher has a specific assignment and understands that assignment (i.e., man a specific door during emergency evacuation, assist the Nursery during an emergency evacuation).
- ❑ Once during each service, check the area around the entrances to the Sanctuary and Commons for suspicious looking persons, packages or parked vehicles.
- ❑ Report all suspicions to the EMG Leader.
- ❑ Maintain a first aid kit in the Usher Closet.

DUTIES OF THE NURSERY TEAM LEADER

The Nursery Ministry assigns a Nursery Team and Nursery Team Leader for each of the Worship Services and Sunday School on Sunday morning. During her or his tour of duty, each Nursery Team Leader is responsible for the Nursery and will:

- ❑ Coordinate and supervise the activities of the Nursery.
- ❑ Ensure that all Nursery Team members present are clearly briefed on Emergency Management Procedures.
- ❑ Check out a pager to the Church Business Administrator, EMG Leader, Maintenance Team Leader, and Medical Response Team Leader.
- ❑ Carry a two-way radio and maintain contact with the EMG Leader.

- ❑ Once during each service, check the area around the Nursery for suspicious looking persons, packages or parked vehicles and immediately report any concerns to the EMG Leader.
- ❑ Maintain an Emergency Medical Kit at the Nursery.

DUTIES OF THE MAINTENANCE TEAM LEADER

- ❑ Coordinate & supervise the actions of the duty Maintenance Section.
- ❑ Carry a pager from the Nursery, a cell phone and a two-way radio.
- ❑ Maintain contact with the EMG Leader throughout each service.
- ❑ Act as a roving patrol and walk through the facility once during each event checking for suspicious looking persons or packages.
- ❑ Be knowledgeable and prepared to shut down the heating and ventilation systems as necessary.
- ❑ Maintain a first aid kit in the Maintenance Office.

DUTIES OF THE PARKING TEAM LEADER

The Parking Ministry assigns a Parking Team and Team Leader to each of the Worship Services and Sunday School on Sunday morning. During his or her tour of duty, the Parking Team Leader is responsible for the parking lots and exterior of the building and will:

- ❑ Coordinate and supervise the actions of the Parking Team.
- ❑ Ensure that all members of his or her Parking Team are clearly briefed on emergency management procedures.

- ❑ Issue two-way radios to Parking Team members and maintain contact with the Parking Team and EMG Leader.
- ❑ Ensure each Parking Team member has a specific emergency management assignment and understands that assignment (i.e., man a specific portion of the parking lot, guide and assist the Nursery staff to the Parsonage).
- ❑ Once during each event, check the parking lots for suspicious looking vehicles and the area around and under vehicles for suspicious looking persons or packages.
- ❑ Report all suspicions to the EMG Leader.
- ❑ Maintain an accessible first aid kit in the parking lot.

DUTIES OF THE CHILDREN'S CHURCH TEAM LEADER(S)

Children's Church assigns a Team and Team Leader for each of the Worship Services on Sunday morning. During her or his tour of duty, each Children's Church Team Leader is responsible for their group of children and will:

- ❑ Coordinate and supervise the activities of Children's Church.
- ❑ Ensure that all Team members present are clearly briefed on emergency management procedures.
- ❑ Carry a two-way radio and maintain contact with the EMG Leader.
- ❑ Once during each service, check the area around Children's Church for suspicious looking persons or packages and immediately report any concerns to the EMG Leader.
- ❑ Maintain an Emergency Medical Kit at Children's Church.

DUTIES OF THE SUNDAY SCHOOL TEAM LEADER(S)

- ❑ Coordinate & supervise the actions around and within their assigned departments and classrooms.
- ❑ Carry a two-way radio and maintain contact with the EMG Leader throughout the Sunday School hour.
- ❑ Walk through their assigned part of the facility once during the Sunday School hour checking for suspicious looking persons or packages.
- ❑ Maintain a centrally located first aid kit in the part of the facility assigned.
- ❑ During an emergency situation, be prepared to evacuate students and teachers from the building as directed.

DUTIES OF THE MEDICAL RESPONSE TEAM LEADER

- ❑ Carry a pager from the Nursery.
- ❑ Know where the first aid kits are located.
- ❑ During an emergency situation, be prepared to respond and assist as needed.

ADDITIONAL PERSONNEL

Additional personnel will be assigned to assist the EMG with emergency management and evacuation procedures. Additional personnel are as follows:

- ❑ Ushers on duty during the service.
- ❑ All other trained Ushers who are present whether or not they are on duty.
- ❑ The Senior Pastor, or his designated representative.

- ❑ Elder and Deacon Board members who are present and able.
- ❑ Members of the church staff who are present and able.

DUTIES OF THE SENIOR PASTOR

- ❑ Make appropriate announcements and help the Ushers to maintain order in the main meeting hall (i.e., Sanctuary/Commons).

DUTIES OF THE ELDERS, DEACONS AND CHURCH STAFF

- ❑ Proceed to the Nursery and assist with evacuation of the children as directed by the Nursery Team Leader.

DUTIES OF THE USHERS

- ❑ Be alert for suspicious looking persons entering or exiting the Sanctuary and Commons.
- ❑ Report all safety concerns to the Usher Team Leader.
- ❑ During an emergency evacuation, open doorways and direct people to the appropriate exits.