

Project for Certification in
Church Business Administration

Emergency Preparedness Plan



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Biography

I am the Ministry Assistant/Financial Secretary at Calvary Baptist Church in Lubbock, Texas.

I have been employed at Calvary Baptist Church for over 10 years, where I began as the Receptionist/Pastor's Secretary. In 1998 I became certified as a Ministry Assistant through the Southern Baptist Convention. In 2001 I was promoted to the Financial Secretary position.

The church has a \$937,000 operating budget and offers a wide variety of ministry opportunities. Calvary employs about 65 people, which includes the church staff and the parent's day out and kindergarten programs.

I am an active member of the National Association of Church Business Administrators as well as a member of the local NACBA (Caprock) chapter where I currently serve as Vice President. I have been a member of Calvary Baptist Church for 9 ½ years and for the past 10 years I've been married to a very understanding and supportive husband, Joel. We have a 4 year old son, Jeremy, who didn't fully understand me being gone for 2 weeks for training, but enjoyed the plane ride for the weekend visit.

After moving into the financial position, I began having an interest in Business Administration. When the church was without an administrator, I was given the opportunity to add to my responsibilities, which fell under the role of administration. The added tasks included assisting with budget process, meeting with the finance team, supervising the support staff, working with service contracts and contractors as well as working with the New Auditorium Task Force on the completion of the worship center. I maintained these responsibilities for almost 2 years.

Once the Associate Pastor Education/Administration position was filled, I either kept or assisted with the same responsibilities working closely with the new associate pastor. He is the one who encouraged me to pursue my goal of becoming certified as a church business administrator, with hopes of me becoming the Business Administrator as our church grows.

In the summer of 2005, I began this 2 year process by attending the certification class held at Southwestern Baptist Theological Seminary and again in June 2006. The program was 4 weeks of training by very knowledgeable and seasoned professionals, along with the building of relationships with other administrators. These relationships have become very valuable and they are my most valued network, which I still look to for guidance and especially ideas.

My interest in Emergency Preparedness began with my husband who is a paramedic. We both serve on a volunteer emergency disaster response team. It was then I realized how unprepared our church was. When I realized a project was required for certification it was obvious what my topic would be. My original plan was to do a Multi-Hazard Emergency Plan; however, after reviewing all the possible areas that would need attention, it was decided to focus on the most “common” threats for the area. This would insure each area is given the full attention necessary. We will continue to add to this manual over the next few years until all areas are covered fully.

On a personal note, although I’m not considered a Business Administrator at my church, I do find myself in an administrator role often. This training is very valuable for anyone wanting to further their knowledge of administration. I am grateful to my church for allowing me the opportunity to attend, and to our Associate Pastor, Mike Stallworth, for all the support and encouragement through this experience.

The Campus

Calvary Baptist Church sits on 12.5 acres in southwest Lubbock, Texas. The campus has 110,000 square feet of facilities consisting of 3 main sections – a 1200 seat Worship Center, a multi-purpose gymnasium and a large educational/classroom facility used for Sunday School and other regular church activities as well as the Weekday Ministries programs (Parent’s Day Out, Preschool and Kindergarten). We have a large commercial kitchen near the fellowship hall along with a smaller kitchen in one of the two basements.

The church is 79 years old, and at the current location for 26 years. There are approximately 400 children in our Weekday programs, along with numerous ministries and activities in the facilities almost every night.

The facilities are available to outside groups for concerts, conferences and banquets as well as weddings. Considering all the people and property, it is essential to have an Emergency Preparedness Plan. The church has an obligation to the congregation, as well as the parents of our weekday program, to be prepared for any emergency we may face.

Consulting Team

The consulting team chosen is made up of a variety of backgrounds, each having their own area of experience to draw from in numerous ways. It was a joy working with these people and I am grateful for their knowledge and willingness to serve.

Tim Berry, a Shift Chief & Paramedic with Lubbock Emergency Medical Services, also leads our local volunteer emergency disaster response team and is an accountant. Tim is an active member of Calvary Baptist serving on our Media-Technology team, as a teacher in our youth department, as a deacon, and as a corporate officer.

Adam Berry, is a college student who is following in his father's footsteps. Adam is currently working towards his certification as a paramedic. Adam serves as the church Student Intern and volunteers with the local emergency response team.

Lee Sanderson, serves as the lead to our Facilities Team. Lee is the person everyone goes to when something is broken; he can always recommend a company to do the repairs. Lee is also the coordinator of the Coffee Pot Crew, a group of retired "handy men" who meet weekly for breakfast and to complete minor repairs around the church. This group of dedicated men saves the church a large amount of money each year by using their gifts and talents.

Mike Stallworth, serves as Associate Pastor Education/Business Administration. Mike has been with Calvary over two years, coming from the corporate world and a recent graduate of Southwestern Baptist Theological Seminary. Mike was able to offer his leadership skills,

keeping me focused and on track to the task at hand. He understood the importance of my project, not just for the certification, but for the safety of our membership to be prepared for emergencies.

Joel Peterson, my husband, who helped in numerous ways, most not seen by anyone. He was my sounding board, my advisor and my encourager. Although he did not actually serve on the team, he did take some of the photographs needed to make this project complete. Along with being a Paramedic, Joel has been a member of Calvary for 18 years and serves on our Media/Technology team.

What is an Emergency?

According to Merriam-Webster Dictionary an emergency is: “an unforeseen combination of circumstances or the resulting state that calls for immediate action” or “an urgent need for assistance or relief.”¹

A more detailed description from FEMA states an emergency to be: “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.”²

What is Emergency Management?

According to FEMA, “Emergency Management is the process of preparing for, mitigating, responding to and recovering from an emergency.”³

At the beginning of the planning stage, emergency management is a dynamic process. Planning is a critical part of the process, however training, drills, and testing equipment are other important factors.

A successful plan requires support, along with the understanding of the necessity to have a plan in place. Avoid the negative effects of an emergency and emphasize the positive aspects of being prepared.

¹ Merriam-Webster Dictionary <<http://www.m-w.com>>

² <<http://www.fema.gov/business>

³ <<http://www.fema.gov/business>

Objectives

The objective of this project is to create an Emergency Preparedness Plan for Calvary Baptist Church. Although there are plans prepared by other churches, we found no church is the same. Every church has its own unique possible emergencies to prepare for. It is not practical for a church in Lubbock, Texas to use a plan that was designed for a church on the coast. We just don't have to face the possibility of a hurricane in West Texas, just as some areas don't need a plan for a tornado. Although looking at what other area churches may have in place will be helpful, it is only a guideline that can assist in what direction to plan. We took the approach to identify the needs of our church, establish policies and guidelines on how we as a church would respond to the possible emergency. This paper addresses four main areas:

- To provide procedures and training on handling minor and major medical emergencies. At this time we don't see a need to have actual emergency response teams, however as the church continues to grow this will be an added area for the future.
- To provide procedures on what action to take during severe weather situations. The procedures will include at what time to move everyone to the basement, how to communicate the need to take cover for severe weather as well as what supplies need to be available. Since there are two basements that are not connected, we must address the need to communicate between them, since it is best to evacuate people to both basements.
- To provide procedures on the operation of our fire alarm system, update our evacuation routes since adding a new facility, as well as scheduling regular tests and drills to ensure evacuation takes place in a timely manner.
- To provide procedures on how to handle possible security problems such as intruders, kidnappings, theft or bomb threats.

Once completed materials and training opportunities for all aspects of this plan will be given to the church and school leadership. This process will continue to grow on a regular basis as the scenarios are tested and new and better ways of protecting the people and property are found.

Implementation

Development

Choosing this project was due to a number of reasons. With the number of people that are in the facilities on a regular basis, the geographic location forcing us to deal with severe weather, and the growing number of medical emergencies we face, it was time to have a plan. A coordinated manual for our staff and leadership was the key. Of course since we have been facing more disasters in this country, FEMA recommends everyone, not just businesses, have a plan.

In choosing project members, I wanted to utilize people who understood the facilities as well as the potential emergencies we may face. This was probably one of the more difficult things to undertake. After asking several church members to be apart of the project team, most declined. The main response received was “you just write it, then I’ll be glad to read it and offer suggestions.” I have good working relationships with city leaders who could give direction as well as information when needed. However, that wasn’t going to show any leadership skills on my part. Finally, my boss called a meeting and we invited those we wanted to participate. This didn’t happen until January of 2006, much later than I had anticipated. In February we set our goals and the timeline. Each person would work on one area each month through May, all the time compiling the information in a readable format. In June of 2006 it all came full circle with the completion of this manual.

When this project began, I started gathering information from area churches, schools and our local emergency management office as well as FEMA. This was very helpful in putting it all together. When we met, we discovered quickly what needs were specific for our area. A rough

draft outline was put together before we met to show the basic structure, but once the needs were established the outline became complete.

Application

Our Emergency Preparedness Plan will be used as a guideline and will be available at any time under any circumstance. The development of this plan will be updated on a regular basis as well as expanded until all known disasters can be covered completely. Once the manual is complete, we need to address three areas.

1. Distribution

The current manual will be distributed to all staff members, corporate officers and our key leadership positions. Copies will also be available in key locations throughout the building. Some staff members will need to have copies available at their homes as well.

2. Training

Everyone given a manual will attend a meeting to familiarize themselves with the manual, as well as the use of it. This will give them the information they need to handle possible situations as well as answer any questions or concerns they may have.

3. Updates

Updates will be made as needed, including:

- a. After drills to address problems encountered;
- b. When personnel or their responsibilities change;
- c. When the layout or facilities change or expand;
- d. When policies or procedures change;
- e. After a quarterly or yearly review of the manual;
- f. When forms are changed or updated.

EMERGENCY PREPAREDNESS MANUAL



June, 2006

Lubbock, Texas

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Emergency Plan Basics

DO:

Remain Calm

Use caution when entering an unknown situation

Listen – Follow instructions

Be safe

DON'T:

Panic

Use matches

Spread Rumors

1. Know your immediate Supervisor and follow their instructions.
2. Avoid Panic. Remain calm and await instructions.
3. Stop Rumors, they lead to confusion and can cause miscommunication.
4. Avoid using the phone; your immediate supervisor will keep you informed.
5. Relocate immediately when instructed to do so by your supervisor. Leave personal items.

6. Unless instructed otherwise do not use elevators.

7. Immediately report to your supervisor any condition, person or object which **may** create an emergency situation.

Emergency Contact List

Name	Title	Work Phone	Home Phone	Cell Phone
Mike Stallsworth	Assoc. Pastor Education/Business Administration	794-4006	698-6439	470-4967
Chris Sutton	Senior Pastor	794-4006	866-9620	543-7153
Lee Sanderson	Facilities Team Leader		794-8067	239-4280
Bob Cokerham	Insurance Agent	747-4422	799-7546	
Jack Brown	Corporate Officer	745-4511	794-0555	789-8657
Larry O'Neill	Corporate Officer		797-6674	773-9951
Tim Berry	Corporate Officer	767-8504 pager	794-8101	535-6004

Facility Contacts

Area	Company	Account Numbers	Phone Numbers	Comment
Gas	Atmos Energy	000405911	1-800-692-4694	Emergency #
Electricity, Water, Sewer, Trash	Lubbock Power & Light	9927235	775-2509	
HVAC	Anthony Mechanical	CAL001	765-7373	
Fire Alarm	Balco		748-0121	
Fire Alarm Monitoring	ADT	N004022264	1-800-662-5378	Bldg ID number Authorized person
Elevators	Schindler	151541 old 507495 new	1-800-759-2003	Elevator numbers
Telephone, DSL service	NTS Communication	8067944006	771-0687	
Fire Safety Equipment	Firetrol		771-3500	

EMERGENCY PROCEDURES CHART

Type of Emergency	Call	Action
Fire	911 Business Administrator Facilities Team Leader	If alarm has not activated, pull a manual alarm. Close doors, but DO NOT lock when leaving the building. Move away so emergency crews have access.
Medical Emergency	911 Business Administrator	Evaluate situation and take appropriate action. Give building name and address. Indicate nature of problem and perform emergency first aid, CPR, etc.
Elevator Failure	Business Administrator Facilities Team Leader	Communicate problem so appropriate action can be taken
Power/Communication Failure	Business Administrator Facilities Team Leader	Shut down electrical equipment, particularly computers. Leave off until power is restored. Await further instructions.
Winter Storms	Business Administrator Senior Pastor	Get updated weather reports. Communicate conditions to office. Await directions for early or delayed departures.
Heating/Cooling System Failure	Business Administrator Facilities Team Leader	Provide information about location, nature of problem and time.
Crime/Theft/Vandalism	911 (In progress) Business Administrator Facilities Team Leader	Report incident in detail. Report to police and business office.
Flooding/Water Leak	Business Administrator Facilities Team Leader	Identify source of water. Turn off all nearby electrical equipment. If safe, relocate to an unaffected area.
Bombs/Threats Explosions	911 Business Administrator	Keep calm. Keep caller on the line as long as possible. Record every word and sound. Report the information immediately to police, fire department and business office.

Tornadoes	Business Administrator	Move away from windows and doors to interior rooms, hallways on the lowest floor without corridor glass. DO NOT leave the building.
Child Abuse	Business Administrator Police	If possible, remove suspect from children's areas and report reasonable suspicion to Business Administrator
Sexual Misconduct	Business Administrator Police	Move to a safe place. Report incident to Business Administrator.
Structure Collapse	911 Business Administrator Facilities Team Leader	Relocate or evacuate to a remote area away from collapse.

EMERGENCY CONTACT NUMBERS

Police, Fire, Medical Emergency	dial 911
Church Business Administrator, Mike Stallsworth	470-4967
Facilities Team Leader, Lee Sanderson	
Police for Non Emergency	

INJURY OR ILLNESS

In most cases injuries or illness will only require first aid. Serious injuries will occur from time to time, regardless of safety prevention.

The following procedures will assist in minimizing trauma, as well as meeting our legal and moral responsibilities.

- Injury or Illness – if immediate attention is needed, call 911 and provide appropriate first aid.

First aid cabinets are located in both kitchens; the nursery suite and office also have first aid supplies.

Non-emergency or minor illnesses or injuries will occur more frequently. If the injury involves an employee, the immediate supervisor, and if necessary, a family member should be notified as soon as possible. Medical treatment or first aid should be sought as soon as the injury happens. Be sure to have current emergency contact information for all employees.

For a work-related illness or injury, a supervisor's accident report should be completed and given to the Church Business Administrator.

If a church member becomes ill or injured, the Church Business Administrator should be notified as well as any family that might be in the building. They will determine what the next course of action should be.

Since our church is blessed with several doctors, nurses, EMTs and paramedics, you are encouraged to look for one of them to assist with situations if time allows.

A Medical Emergency Report should be completed and given to the Church Business Administrator as soon as possible, but no later than the following work day.

- Fatality – A death at the church may result from injury or illness. You first need to call 911 for emergency medical services and law enforcement. If appropriate, administer first aid. Protect the scene as much as possible.

The responsible person at the scene should notify the Church Business Administrator as soon as possible. All inquires from the media should be directed to the Church Business Administrator or the Senior Pastor. Complete cooperation will be given to any investigation into the situation.

The Church Business Administrator will be responsible for completing the follow-up investigation, as well as ensuring all required reports are completed in a timely manner. If a fatality involves an employee, it must be reported to the Worker's Compensation Commission within 48 hours, or the first workday following a weekend.

CPR & Choking Instructions⁴

CALL



CALL 911

BLOW



TILT HEAD, LIFT CHIN, CHECK BREATHING



GIVE TWO BREATHS

PUMP



POSITION HANDS IN THE CENTER OF THE CHEST



FIRMLY PUSH DOWN TWO INCHES ON THE CHEST 15 TIMES

CONTINUE WITH TWO BREATHS AND 15 PUMPS UNTIL HELP ARRIVES

CPR for Children (Ages 1-8)

CPR for children is similar to performing CPR for adults except for:

1. If you are alone with the child give one minute of CPR before calling 9•1•1
2. Use the heel of one hand for chest compressions
3. Press the sternum down 1 to 1.5 inches
4. Give 1 full breath followed by 5 chest compressions

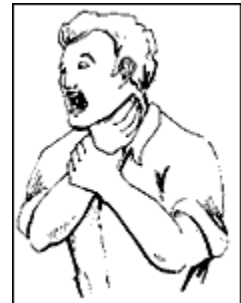
If the adult or child becomes unresponsive perform CPR- if you see an object in the throat or mouth, remove it.

Images reproduced with permission Basic Life Support for Healthcare Providers Pages:4-17 & 4-18 4, Figures #16, 17 & 19, copyright 1997, American Heart Association

First Aid for a Choking Conscious Adult and children (1-8 years old)

How to help clear an obstructed airway in a conscious adult or child.

Determine if the person can speak or cough. If not, proceed to the next step.



Perform an abdominal thrust (Heimlich Maneuver) repeatedly until the foreign body is expelled.



A chest thrust may be used for markedly obese persons or in late stages of pregnancy.



⁴ American Heart Association Pages:4-17 & 4-18 Figures #16, 17 & 19

City	Agency	Phone Number
Lubbock	EMS, Fire, Police Emergency	9•1•1
	EMS Non-Emergency	775.9911
	Fire Non-Emergency	765.5757
	Police Non-Emergency	763.5333
	Hospitals:	
	Covenant Medical Center	E: 725.4288
		NE: 725.1011
	Covenant Children's Hospital	E: 725.0030
		NE: 725.1011
	Covenant Lakeside Hospital	NE: 725.6000
	Highland Medical Center	E: 788.4000
		NE: 788.4100
	University Medical Center	E: 775.9700
		NE:775.8200
	Poison Center	1.800.222.1222
	Certified Crisis Center	1.800.784.2433
	Animal Services	775.2057

Phone Number Reference
E=Emergency NE=Non-Emergency

MEDICAL EMERGENCY REPORT

Injured: Staff Member Visitor Date: _____

Name: _____ Date of Birth: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: (H) _____ (W) _____ (C) _____

Time of Incident: _____ Type of Incident: _____

Description: _____

Location on property (be specific): _____

Injuries: _____

Staff Member Assisting: _____

Medical Volunteer: _____

Professional medical treatment required: Yes No

If yes, what doctor or emergency room were they taken to: _____

Other Remarks: _____

Were police called? Yes No If yes, Police report number _____

Report taken by: _____ Title: _____

Report received by Church Business Administrator on: _____

First Aid Cabinet Inventory List

Inventory ID	Name	Unit Price	Quantity in Stock	Expiration Date
	Band Aids-variety size SAMS		1 Box	----
6BB-98289	Knuckle Bandage	\$4.90	1 Box	----
6BB-98292	XL Bandages	\$4.35	1 Box	----
6BB-2613	New Skin – bottle	\$9.50	None	----
6BB-22612	New Skin – Spray	\$9.50	None	----
6BB-52643	Eye Pad (25)	\$5.90	2 Pads	----

6BB-83851	4 x 4 Sterile	\$5.70		----
6BB-83859	Kerlix	\$3.25	1 Roll	----
6BB-83519	Gauze 2" rolls	\$7.00	2 Rolls	----
6BB-83514	Ace Bandage 2"	\$3.30		----
6BB-83515	Ace Bandage 3"	\$4.85		----
6BB-83858	Trauma Dressing	\$6.20		----
	2 x 3 & 3 x 3 Sterile pads		1 Box	----
	Triangle Bandage/Sling		1	----
6BB-25604	Tape 1/2"	\$26.20	None	----
6BB-25605	Tape 1"	\$26.20	None	----

6BB-27244	Tweezers	\$2.35	1 Pair	----
6BB-109507	Hand Sanitizer - 2 oz bottle	\$2.25	None	----
6BB-39468	Sterile Eye Wash - 4 oz bottle	\$2.35	1 bottle	Oct-07
	Gloves		2 sets	----
6BB-55469	Instant Cold Pack	\$11.70	4 Packs	Mar-07
	Alcohol cleansing Pads		2 Boxes	----
	Triple Antibiotic Ointment		1 Box	----
	Antiseptic Cleaning wipes		1 Box	----

Fire Education

Safety

1. Fire needs four elements to start burning, and continue to burn. Remove any one element, and fire will not start or will not continue to burn. The four elements are Fuel, Oxygen, Heat and Chemical Reaction.
2. Fires are classified by the material that is ignited.
 - Class A involves ordinary combustibles such as wood and paper.
 - Class B involves flammable liquids like gasoline and solvents.
 - Class C involves energized electrical equipment.
 - Class D involves burning metals such as titanium and magnesium.

Portable Fire Extinguishers

1. Portable fire extinguishers are labeled with the class of fire they will extinguish.
2. When not to fight a fire is determined by decisions about whether everyone will evacuate, some will not evacuate, and how overall the emergency personnel will respond.
3. The vent of the stove in the main kitchen has its own fire extinguishing system. If the fire is from the stove or fryer, activate that extinguisher if time allows, then pull the nearest manual pull station to notify the building of a fire.

IN CASE OF FIRE

Discovering

1. Activate nearest accessible manual alarm pull station. Our system is monitored by ADT, who will notify the Fire Department. A representative will begin to call the emergency numbers of staff members to let them know the location of the pull station that was activated.
2. Everyone in the building is to evacuate through the nearest exit. Preschool and nursery children will be taken to the ball field. Parents DO NOT try and get your child from the nursery; you will hinder the evacuation process.
3. Close, but DO NOT LOCK, all doors leading to fire area to isolate the area. Staff members are assigned areas to search to insure everyone has been evacuated.

Supervisors/Leadership

1. Upon receiving word of a fire, notify and supervise evacuation or relocation of all employees or church members.
2. Check assigned areas that all have been evacuated.
3. Take a head count of your group and report to the staff leader of your section.

General

1. Don't Panic – Remain calm and listen to instructions.
2. Don't open hot doors – before opening a hot door touch it near the top to see if it is hot.
Don't break windows – oxygen feeds fires.
3. Evacuate when instructed to do so, using your assigned route. If assigned exit is not usable, try the next nearest exit. Do not use elevators.

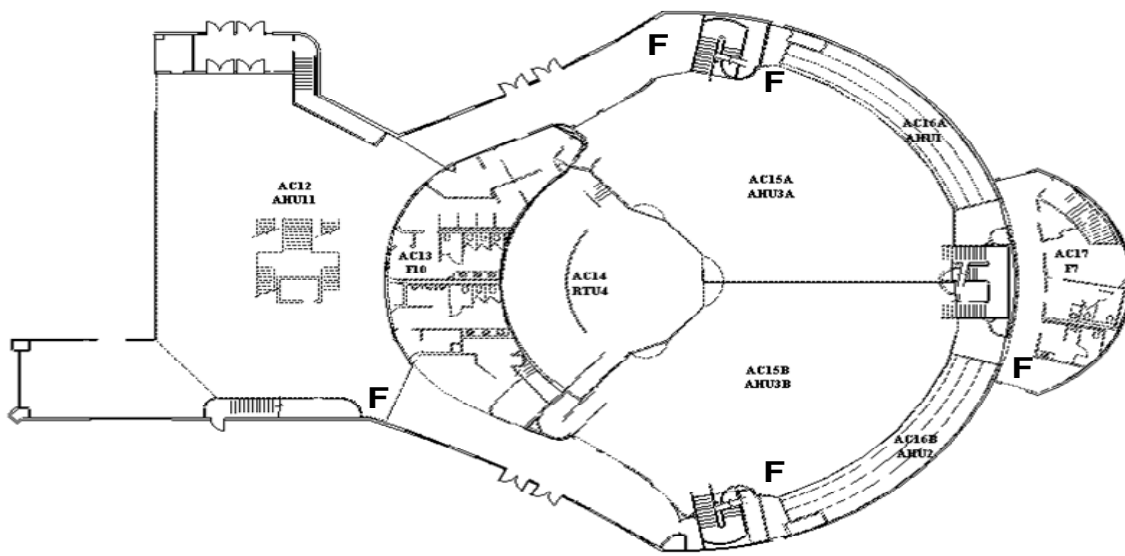
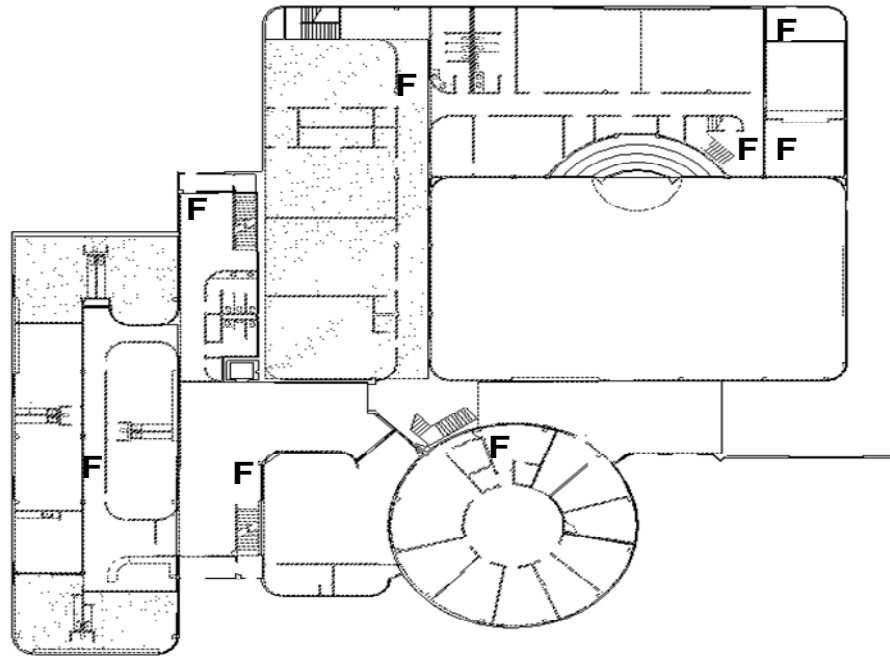
4. Keep to the right in stairways, use handrails, walk and be quiet so that you can hear any instructions.
5. Do not assist the fire fighting personnel unless asked to do so.
6. Do not leave the area or return to the building until instructed by a supervisor or Fire Department personnel.
7. If there is only a small fire, try using the nearest fire extinguisher if you feel it is safe.
8. Do not risk anyone's safety with futile attempts to put out the fire.
9. Do not attempt to salvage items; this could cause a delay resulting in injury.
10. Do not be a spectator – head away from problem areas to designated areas outside the building.

The Church Business Administrator, maintenance personnel or a member of the building and grounds team will be responsible to shut off all utilities, if necessary.

The following floor plans are marked with the locations of:

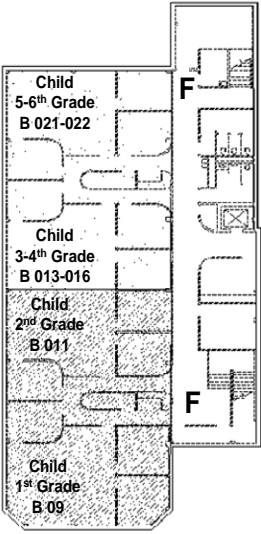
- (F) Fire Extinguishers

First Floor Fire Extinguishers

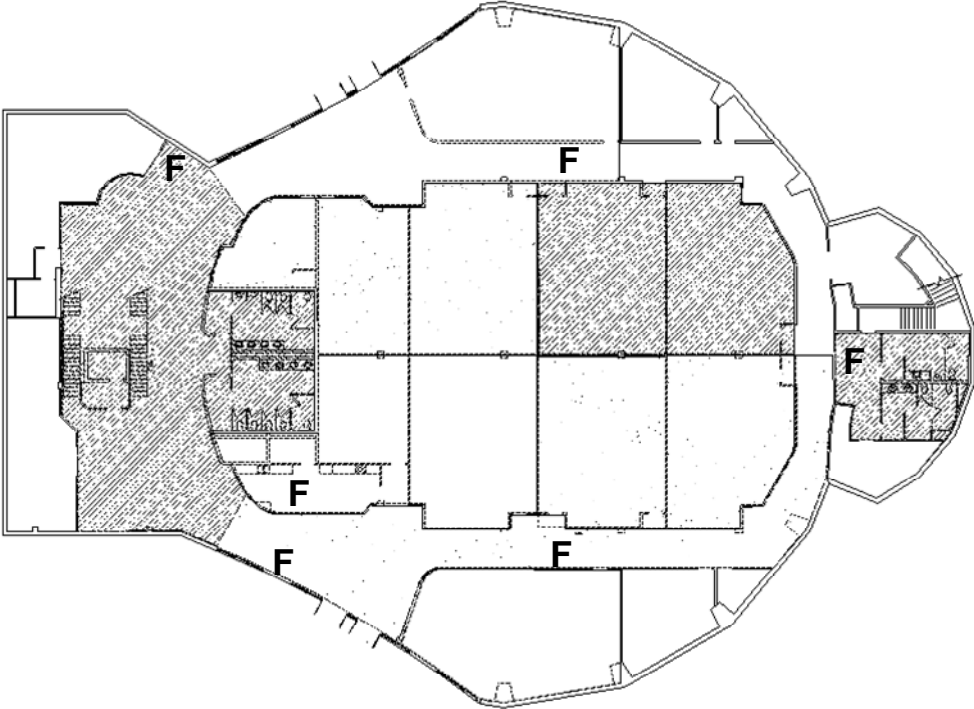


1ST FLOOR

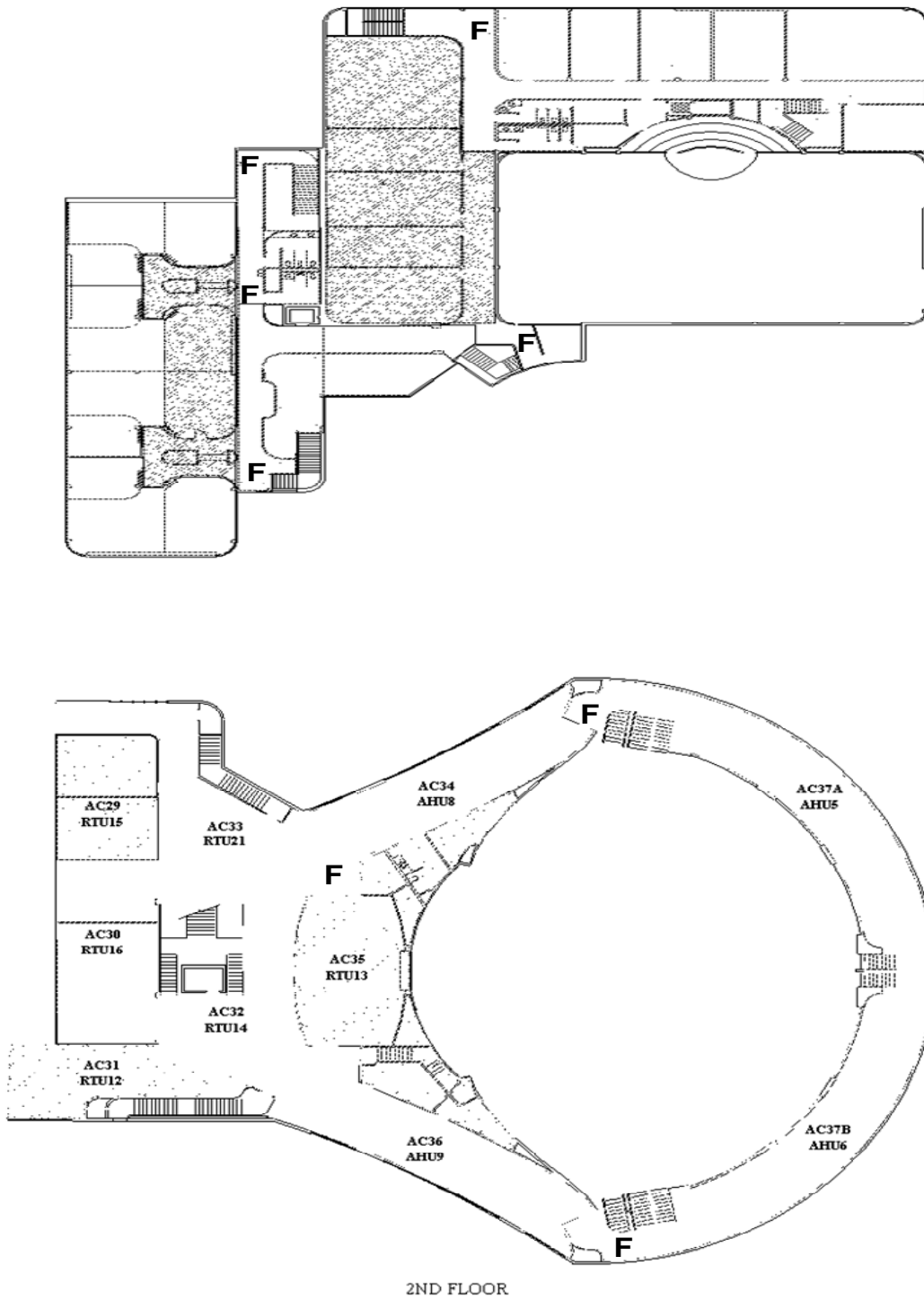
**South Basement
Fire Extinguishers**



Basement Fire Extinguishers



Second Floor Fire Extinguishers



SCHEDULED FIRE EVENTS

(Tests or Drills)

Pre-Test

Fire drills/tests are scheduled in association with the Weekday Education program license and are conducted in the Fall of each school year on a Monday/Wednesday or Tuesday/Thursday. The Administrator or office staff member will work with the Weekday Directors to schedule the drill and inform office personnel and other building occupants of the upcoming test. Drills are carried out twice during the week so that teachers and children on the Monday/Wednesday and Tuesday/Thursday programs are present on the morning of the test. ADT is notified of the upcoming activity, and the system is placed in test mode for a one to two hour period. The office staff is notified of the event and reminded that if a real alarm/fire is triggered, it is necessary for the Fire Department to be notified by calling 9•1•1.

Test

A pre-determined staff member randomly selects a pull station near one of the exit doors to initiate the test. Church employees in the office may assist Weekday School staff in evacuating the children to the exterior assembly points or conduct floor checks to insure all occupants are out of the building. The receptionist will verify if there are visitors/contractors in the building based on the sign-in sheet at the reception area. Visitors/contractors should be notified of the intended drill and asked to evacuate the building when the alarm is activated.

Post-Evacuation

Once the building is evacuated (cleared and no actual fire is discovered), the alarm is silenced and the pull-station utilized to initiate the alarm is reset. The system administrator or staff member will reset the system to insure that another pull-station has not been activated. Once the system alarm has been cleared, the building is cleared for re-entry.

WEATHER

In West Texas we are routinely faced with weather concerns. Our main focus is with severe weather warnings like thunderstorms, tornados and winter storms. West Texas is known for its high winds and blowing dust, which can develop quickly without the help of a storm. High winds can cause the type of damage seen from a tornado, including broken windows, roofs blown off and trees blown down. This is why it is important to monitor weather conditions regularly. It is important to invest in a NOAA weather radio and program it properly so you can be alerted of approaching storms.

Terminology – understand the information you are hearing. Know your location and have a copy of your county or regional map so you can track approaching storms. Here are some definitions from the National Weather Service.⁵

- **ADVISORY** – an advisory is issued for weather that is expected to be an inconvenience and a disruption to one’s normal routine. It is not expected to be life-threatening. For example, advisories are issued for 1 to 3 inches of snow, dense fog, minor street flooding, etc. The issuance time frame is similar to that of a warning.
- **WATCH** – a watch is issued when the risk of hazardous weather has increased significantly but its occurrence, location, and/or timing is still uncertain. It is intended to provide adequate lead time to those people who will be affected so that they may start to prepare for the event.
 - Severe thunderstorm and tornado watches are usually issued 45 minutes before the event.

⁵ <<http://www.nws.gov>>

- Flood/flash flood watches are usually issued 3 to 24 hours in advance of the event.
- Winter storm watches can be issued as much as 12 to 36 hours in advance.
- **WARNING** – a warning is issued when hazardous weather is occurring, is imminent or has a very high probability of occurring. It is used for conditions that pose a threat to life or property. Warnings are issued based on eyewitness reports, or clear identification from radar and/or satellite.
 - The lead-time for warnings for severe thunderstorm and tornado events is generally 30 minutes or less.
 - Lead-time for hurricanes, floods and winter storms can be 6 to 18 hours.

Next will be some basic information when dealing with specific threats for our area.

- **Watches**
 - **Flash Flood Watch** means it is possible that heavy rains will cause flooding/flash flooding in your area.
 - Be alert and be prepared for a flash flood emergency.
 - Look for signs of flash flooding and be ready to evacuate if necessary.
 - Look for signs of heavy rain (thunder and lightning), both where you are and upstream.
 - Watch for rising water levels.
 - Know where high ground is and be prepared to get there quickly if you see or hear rapidly rising water. Do not camp or park your vehicle along streams or washes.

- **Severe Thunderstorm Watch** means that conditions are favorable for the development of a severe thunderstorm.
 - Look for darkening skies, flashes of lightning, the sound of thunder or increasing wind. These are signs that the storm is approaching.
 - If you can hear thunder, you are close enough to the storm to be struck by lightning! Seek safe shelter immediately in a house, large building or sturdy structure. Do not go into a shed that stands alone, under a canopy or into a dugout. If in a car keep windows closed and do not touch anything metal while in the car.
- **Tornado Watch** means that conditions are favorable for the development of a tornado in your area.
 - Remain alert for approaching storms. Look for darkening skies, flashes of lightning, the sound of thunder, large hail or increasing wind. These are signs that the storm is approaching.
 - Look for signs of a tornado. An approaching cloud of debris can mark the location of a tornado. A funnel may not be visible. Before a tornado hits, the air is often very still and the sky may take on a greenish color. A loud roaring noise similar to the sound of a freight train is often heard from an approaching tornado.
- **Winter Storm Watch** means that severe winter weather such as heavy snow or ice is possible within the next day or two. Now is the time to prepare! Unlike tornadoes, floods and severe thunderstorms (which can strike suddenly), winter

storms usually have longer advance warning times. Although you have more time to prepare you should begin as soon as a watch is issued.

- At home or work you should have a flashlight, a battery-powered radio or television and extra batteries to receive emergency information. Stock up on extra food and water, medicine and first aid supplies. Make sure you have enough heating fuel. Prepare an emergency heating source, such as a fireplace, wood stove or space heater. Be sure you have proper ventilation. Have working fire extinguishers, smoke detectors and carbon monoxide detectors in proper locations.
- In a vehicle be sure and check the latest weather report and alter your travel plans to avoid the storm if possible! Make sure your vehicle is winterized (proper tires, antifreeze, heating system and all in working order). Keep your gas tank near full. If you must travel try not to travel alone. Make sure someone knows your itinerary with your primary and alternate routes. Dress in layers of loose-fitting, light weight warm clothing. Have tightly woven, water repellent, and hooded outer garments, hat and gloves. Prepare a winter storm survival kit and keep it in your vehicle at all times.
 - Winter Storm Survival Kit should include:
 - Blankets/sleeping bags
 - Flashlight with extra batteries
 - Fully charged wireless phone
 - First Aid kit

- A Knife
 - High-calorie, non perishable food
 - Extra clothing to keep dry
 - A large empty can and plastic cover with tissues and paper towels for sanitary purposes
 - A small can and water proof matches to melt snow for drinking water
 - A sack of sand (or kitty litter)
 - Shovel, windshield scraper and brush
 - Tool kit, tow rope, booster cables
 - A compass and road map
- **Warnings**
 - **Flash Flood Warning** means that flooding has been reported or is imminent.
 - You must act quickly! You may have only seconds to save yourself and your family!
 - Go to higher ground immediately! Get out of areas subject to flooding such as dips, low spots, canyons, washes and areas along streams and creeks. If advised to evacuate, do so immediately!
 - Avoid areas that are already flooded. Do not attempt to cross flowing streams or walk through any floodwaters. If it is moving swiftly, as little as 6 inches of water can sweep you off your feet.
 - Never drive through flooded roadways! Turn around and go another way. If your vehicle stalls, leave it immediately and see higher ground. Rising

water can quickly engulf the car and sweep it away. It only takes a foot of rapidly moving water to drag a car into deeper waters or flip it over.

- Be especially cautious at night when it is harder to recognize flood dangers.
- **Severe Thunderstorm Warning** means that a severe thunderstorm is occurring or is just about to move into your area.
 - Take action immediately! If you are outdoors, get inside. Find safe shelter in a building or hardtop car.
 - If you are in water, get out!
- **Tornado Warning** means that a tornado has been sighted or indicated by weather radar.
 - Go to the basement or to an inside hallway at the lowest level of the building.
 - Avoid large, wide places such as auditoriums, cafeterias, large hallways, theaters and warehouses.
 - Stay away from glass enclosed areas.
 - Get under a piece of sturdy furniture such as a workbench or heavy table or desk and hold on to it. Use your arms to protect your head and neck from debris.
 - If you are outdoors get inside if you can. If there is not time to get indoors then lie in a ditch or low-lying area or crouch near a strong building. Be aware of the potential for flooding. Use your arms to protect your head and neck from debris.

- **Winter Storm Warning** means that severe winter conditions have begun or are about to begin in your area.
 - If you are indoors stay inside.
 - Use fire safeguards and make sure that you properly ventilate your room or building especially if you are using a heat source such as a fireplace, wood stove, space heater, etc.
 - If you have not heat close off unused rooms and stuff towels or rags in cracks under doors. Keep windows covered at night. Make sure that you eat enough food to provide your body with sufficient energy to produce its own heat. Drink plenty of fluids to prevent dehydration.
 - Wear layers of loose fitting, lightweight, warm clothing. You can remove layers to avoid overheating.

Severe Weather Plan

The severe weather plan for Calvary Baptist Church is designed mainly for weather warnings. However, since weather develops quickly, watches for thunderstorms and tornados should be monitored in order to provide as much time possible if a warning should be issued for the area. Currently we monitor weather with the use of our computer desktops with the assistance of a local television station that can notify us of changes. You can also be notified by your home, business or cell phone for weather notifications. Our school office does have a weather radio for their use and we need to verify that it has been programmed properly.

Thunderstorm and tornado watches:

- Monitor the situation.
- If necessary notify anyone that might be doing outside activities.
- Plan ahead and check your nearest flashlight that it is working properly. If light seems to be weak replace batteries.

Thunderstorm warnings:

- Monitor the situation.
- Locate where the storm and what direction it is tracking.
- If the storm is headed to the area notify anyone outside the building.
- Try and get an approximate timetable until the storm will arrive in the area.
- Sometimes storms can have large hail; it is recommended that you stay clear of areas with glass doors and windows.
- In case of power failure, there is emergency lighting throughout the building, and flashlights are located in the following areas:
 - The office.

- The basement classrooms.
- The usher closets.
- The sound and light booths.
- If any damage occurs to the building, notify the church business administrator or the facilities team leader so that the building can be secured.

Tornado warnings:

- Monitor the situation.
- Verify the location and tracking of the tornado. A warning for Lubbock County is a large area and involves numerous cities. Don't alarm people unnecessarily.
- Once verification is made that the city of Lubbock is in danger notify, the church business administrator or a senior staff member.
- If groups are outside immediately notify the adult supervisor of the group to go to the nearest basement.
- All children in the preschool or nursery and youth areas will be taken to the south basement.
- All individuals in the worship center or music suite will go to the north basement. Parents DO NOT try and go to your child; you are encouraged to go to the nearest basement from your current location.
- If you are already meeting in a basement area, stay in your current location and provide assistance to anyone needing help getting down the stairs.
- Both basements will have a supply of food, water and cups.
- The south basement will have a supply of diapers, wipes and formula.

- If time allows, a designated person will gather some basic first aid supplies for each basement.
- Be sure and stay to the center sections of the basements. The north basement does have large areas of glass so keep people away from those areas.
- A staff member will designate some leaders for each basement. If time allows, these leaders will be responsible for:
 - Taking a head count of everyone in the basement.
 - Gathering a list of names of those in each basement.
 - Notifying a staff member if someone is injured.
 - Once a staff member has informed you it is safe to come out the basement, the leader is responsible for making sure everyone is accounted for.

SECURITY

Security of a large facility is divided into three segments, external, internal main building and internal interior offices. For this facility the exterior building and parking facilities are well lit and have timers to bring them on just after sunset and turn them off at sunrise. Wiring is in place to install video cameras on the six primary doors, which periodically remain unlocked during high activity periods. All primary external doors except the kitchen storage room door are safety equipped with push-bar release mechanisms for ease in exiting and allow for lock-up prior to complete evacuation following an activity or event in the building. During regular office hours, only doors adjacent to occupied areas for program activities are left unlocked. Future plans are to initiate a lock-down mode in the school area during Weekday Ministries school hours to monitor all incoming and outgoing activity related to students access areas.

Internal main building security is related to the locking and securing of space associated with large non-office areas such as the Worship Center, Library, Sound Rooms and storage areas associated with supplies etc. These rooms are keyed separately with minimal distribution of key access. Internal offices containing data, software, computer and telephone equipment are locked with another set of keys, further limiting accessibility. The Ministerial staff has schedules to minimize the time when the support staff is left alone in the office. In the event that the staff needs to leave the office, the support staff is encouraged to lock the door to the office suite.

Cameras and wireless intercom systems are the next phase of security equipment scheduled for installation. This year we began having visitors and maintenance people check in and out through the office. They are given a badge that must be visible so people in the building know the office is aware of their presence and what location they will be in.

Security during high activity periods for the building and grounds is monitored by the Usher/Greeter staff. Once an event is underway, the parking area is patrolled and observed to

insure that there is no suspicious activity. Also, doors in low traffic areas are locked by the ushers to insure no one enters the building unobserved. Following events in the building, the doors are relocked and checked again in late evening to make sure no doors are unsecured or stuck open.

CONCLUSION AND FINDINGS

The importance of this project, as well as the objectives, was very clear. Well before the project was completed, I realized it would never really be finished. It would always be growing and developing as we expand on areas of concerns, modify current procedures and find new areas that need to be addressed. My hope is to add areas yearly, or decide what new areas might need attention until we develop a Multi-Hazard Emergency Preparedness Plan. As our congregation and weekday programs grow, I also see the need to develop teams to deal with medical emergencies that may arise during events.

Most importantly the result of this project will serve as a foundation. We now have a working plan in place that we can build on. It is important to have vital information available in one place so that emergency numbers, accounts, and procedures are easily accessible, which increases the value of this manual considerably.

As this manual continues to develop, the information can be updated easily into the main body. I feel that this manual serves as a guide to direct us through the process of the most common emergencies we may face.

I would that the biggest weakness to this manual is some of the details on providing information on the numerous mechanical closets, and what those closets contain, such as emergency shut offs. We also need to develop a way to communicate between the two basements, although we have two way radios these are not necessarily the best option of communication. I would also like to add various required maintenance information, so that when changes in leadership occur, this type of information is available, especially if no one else is

familiar with the facility. These areas will probably be the first expansion of this manual since it is so important. The business administrator will be responsible for maintaining this manual and will require regular attention. I hope this manual will assist other churches in the development of their own Emergency Response Plan.

I can say that the biggest lesson learned from this experience was I would have started sooner, so that more time could have been given to other areas. Allowing additional areas of development and expanding on some of the other areas. However, I realized quickly that I had to decide on an ending point so that I could meet my project deadline.

EMERGENCY PLANNING:
DEVELOPING A VIABLE RESPONSE FOR YOUR BUILDING

By Steven S. Sessions

The recent hostage shooting in a downtown Portland office tower, the April 19 bombing of the Alfred P. Murrah Federal Building in Oklahoma City, the World Trade Center bombing in New York City, the Chicago flood and the Los Angeles earthquake, although separate events, should send a chill and strong message to property managers, owners and tenants everywhere – disaster planning for the unthinkable is mandatory today. While most will never have to deal with one of these major tragedies, the possibility exists.

When it comes to emergency planning, the property manager has two responsibilities that override all other considerations. They are, in order of priority, to protect the lives of the building's occupants and others on the premises, and to protect and preserve the property interests of the tenants and owner.

At the outset, property managers and owners must develop a keen awareness of what constitutes risk at their buildings, involve tenants in the process of developing a viable emergency program and integrate the plan into the everyday management of the building. In other words, develop a plan for systematic risk reduction.

Each property should be looked at as a unique entity that may be in need of unique emergency procedures. Further, preparing an emergency procedures plan require extensive time, research and teamwork. No property manager working alone can create a comprehensive, well-conceived plan. It must be developed in cooperation with the property owner, the police and fire departments, service contractors, community service agencies and most importantly, the tenants occupying the premises.

Risk assessment

The first phase involves assessing disaster and emergency potential. Disasters occur more frequently as a result of incidents caused by individuals (such as robberies and assaults) than from natural hazards. Keeping both types of causes in mind, setting priorities on which types of breaches are most likely to occur is high on the list. The key to an effective risk assessment is the utilization of an extensive questionnaire. For instance, 'What can happen on the property? What exposures exist on the property? What is being done now to prevent an occurrence? Is it enough? Is mitigation possible?'

Impact evaluation

Analyzing the various factors affecting the likelihood of certain emergencies occurring will require numerous meetings and extensive teamwork. Many diverse issues will need to be thoroughly addressed. For instance, certain areas of the country are more prone to given types of emergencies – specifically natural disasters – than others and must be planned for accordingly. Just as relevant as the geographic area within which a property is located is the immediate environment. The neighborhood in which a building is located can create its own set of unique problems. Also, office buildings and other commercial properties present special challenges because of their many and diverse tenancies, the presence of expensive office equipment, special electronic needs and a high volume of pedestrian traffic. Higher volume of pedestrian traffic often increases the probability of theft and assault.

Plan execution

Once the property management team has completed the risk assessment and analysis of the various factors, a property's emergency plan will be fully outlined in a comprehensive emergency procedures manual. This manual, designed by the property manager with the emergency management team, should contain all of the information needed to safeguard tenants, visitors and property before, during and after an emergency. To be of most assistance, the manual should contain detailed instructions for everyone involved in an emergency to follow. Moreover, the emergency team and tenants should be drilled in the procedures and trained to know how to react in any type of emergency.

The emergency manual should contain an extensive list of telephone numbers for entities such as the police and fire departments, community services, utility companies and service contractors. The property manager also should include a complete description of the property and blueprints, including "as-built" drawings that clearly show the locations of mechanical equipment, utility and water shut-offs, elevators, stairwells, roof access, stand pipes, emergency generators, and life-safety equipment.

The actual movement of people and the effectiveness of the communication to all involved will determine the success of the plan. Repetition produces confidence when a real emergency occurs.

Return to normal operation

The stress level of all involved will continue at a high level during this trying time. The property manager and the management team will be deluged with questions from tenants and the media regarding liability, coverage and perhaps even questions regarding the cause of the incident. Communication is the key. The tenants and the media will need continuous and regular news releases announcing the progress toward restoration. Lastly, reporting and documentation for insurance purposes cannot be underestimated.

I conclude with wise counsel shared by my father. Saying you're sorry to someone who has lost a loved one as a result of negligence just doesn't cut it. Disaster planning for the unthinkable is mandatory today.

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