2010 Tennessee Baptist
Church Administration Conference

The Perfect Storm - Emergency Preparedness

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Workshop Handout

Including

Resources, Documentation, & Presentation Outline

referenced during workshop presentation

Navigate to URL below to access these resources as downloadable links
http://www.churchadminpro.com/Conference Resources 2.htm

Downloadable at link above
Workshop Handout / Outline
(PDF Format with Hyperlinks)
Workshop Handout / Outline
(MS Word Format)

Workshop Powerpoint

Referenced Resources

Manuals

Emergency Response Manual
Upright Ministries
Emergency Manual
Generic for Any Church
Church Emergency Prep Guide
Generic for Any Church
Risk Management Manual
Generic for Any Church
A Basic Disaster Recovery & Contingency Plan
Recommendations for Local Church Emergency Plan
Preparing Your Church for Any Emergency ($)
for purchase from ChurchLaw Today
Guide to Disaster Recovery ($)
for purchase from Amazon.Com

FCBA Certification Projects for Emergency, Disaster, Crisis Management

Load here or login to NACBA.net, navigate to community to find there

#496 - Emergency Preparedness Response Manual
#534 - Developing a Crisis Management Plan

#544 - Managing Church Safety, Security, Emergencies and Disaster Preparedness
#570 - Developing an Emergency Preparedness Plan in Six Steps
#581 - The Disaster Ready Church
#654 - Safety & Security Policy for Churches
#660 - Developing an Emergency Management Plan for the Local Church
#672 - A Plan for Disaster
#724 - Emergency Preparedness Plan
#756 - Keep Me Safe O God...Planning for Emergency Preparedness and Response

Articles

Crisis Preparedness
Quick Response Team Concept
Preparing for Disasters
Disaster - How the Church Should Respond
Disaster - Love That Goes the Extra Mile
Emergency - Pandemic Preparation
Emergency Planning - Developing a Viable Response for Your Building
Emergency Planning - External Threats
Security - Prepare Your Church For the Worst-case Scenario
Internet Stability in Times of Emergency
The Red Cross and the Local Church
Managing a Crisis
by Frank Sommerville

Pandemic Preparedness

Faith Based Organization Checklist
HR Policies
Workplace Preparation
Pandemic Preparedness Manual - International Facilities Management Association
Guidance on Preparing Workplaces for an Influenza Pandemic
Workplace Concerns - Enabling Your Workers to Work From Home Guide
Avian Influenza: Centers for Disease Control
Antiviral Medications
Washing Hands Properly
Pre-pandemic Planning Guidance

Spiritual Care

A Guide for Spiritual Care in Times of Disaster

Church Violence

Church Violence Fact Sheet
Church Violence Survey
Prepare Your Church for the Worst Case Scenario
National Organization of Church Security & Safety Management, Inc
10 Things Every Christian Organization Needs to Know About Security and Emergency Planning

Information Technology Emergency Planning

Disaster Recovery and Data Backup Sample Policy
Selecting a Data Security Partner
Data Center Security Checklist

Introduction to IT System Risk Management
IT Backup Planning (Powerpoint)

Other Great Resources

Free Newsletter - Great News Site

National Disaster Interfaiths Network

Website: http://www.n-din.org/
Newsletter: http://www.n-din.org/ndin_net/2009/07_06_2009.html

christian security network

http://www.christiansecuritynetwork.org

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1. Developing an Emergency Response Plan (ERP)

Source: Upright Ministries – www.uprightministries.com

1. Theological basis
    a. *Proverbs 22:3- A prudent man foresees evil and hides himself, but the simple pass on and are punished.*
    b. A prudent man is a leader. Leaders need to be able to see potential danger and make adjustments to avoid it. Seeing ahead is not just a benefit for them but also those they have influence over. The church should be able to foresee potential emergencies (and crisis') and should take leadership by creating a plan to avoid confusion, panic, injury, loss of life, or loss of property. (Source: Emergency Preparedness Response Manual, Cert. Project 496, by Mark V. Sligar, CBA, City Bible Church, Portland, OR)
    c. In John 21:16, Jesus instructs Peter to *"Take care of my sheep."*
    d. In Ephesians 20:20, Paul instructs the elders at Ephesus to *"Be shepherds of the church of God."*
    e. In I Peter 5:2, Peter instructs the elders to *"Be shepherds of God's flock that is under your care."*
2. Research indicates that immediately following a disaster, the next 24 hours is what defines your response – and sometimes your future (Dick Baggett, SPHR, NACBALedger, Spring 04, p.10).
3. Proactive emergency management
    a. May reduce your exposure to civil or criminal liability in the event of an incident
    b. Can enhance the church's credibility with congregations and communities that expect churches to be a safe place
    c. May reduce your insurance premiums
4. Exclusive of traditional views of what an emergency is, a crisis can also develop (Source: *"Managing a Crisis",* Frank Sommerville, JD, CPA)
    a. A "crisis" is any event that may cause major trauma to the local body of believers
    b. 4% of the churches in America will experience a crisis in one year
    c. Types of crisis
        i. Sexual misconduct by someone associated with the church
        ii. Theft of material amounts by clergy or staff
        iii. Accident that results in the serious injury or death of members during a church outing
        iv. Fire that destroys majority of church property
        v. Fraud conducted by clergy
5. All organizations are subject to some level of risk
6. Being prepared:
    a. Can reduce a loss
    b. Mean the difference between life and death
7. Creating an emergency response plan-
    a. Requires an in-depth knowledge of your environment
    b. A risk assessment that Identifies the risk to which your organization may be subject to
    c. The complexity is directly proportional to the size of the organization and facilities
8. An Emergency Response plan has as its primary objectives:
    a. To save lives and avoid injuries
    b. To safeguard property and records
    c. To promote a fast, effective reaction in coping with emergencies
    d. To restore conditions back to normal with minimal confusion as promptly as possible
9. Emergency response plans are vital
    a. To the continued functioning of the ministry, staff, and members
    b. To the effective response in times of emergencies
    c. To meet our ministry obligations to the Great Commission

10. All members of the staff, ushers, and other practical and ministry should
    a. Familiarize themselves with the plan
    b. Be prepared to activate it immediately
    c. Perform any duties to which they are assigned to make its activation effective
11. Parts of the plan
    a. Should be posted in rooms – evacuation maps
    b. In a prominent spot
    c. All users should be oriented to evacuation routes
12. Staff or lay leaders
    a. Should teach the ERP to the staff and members as appropriate
    b. Members of each classroom shall be instructed in the evacuation plan
    c. Everyone needs to be taught to respond at the first sound of the warning
13. Components of an ERP
    a. Performing a risk assessment
    b. Developing a recovery strategy including duties and responsibilities
    c. Documenting the plan
    d. Training personnel
    e. Maintaining the plan
    f. Regular testing or drills
14. What is a risk assessment?
    a. A process of identifying risks to people and property
    b. Ways to mitigate the risk to people and property
15. A risk assessment involves
    a. Assessing your exposure to risk
    b. Analyzing the impact of the identified risks
    c. Selecting the best risk management technique to avoid, retain, share, transfer, or reduce the risk
    d. Guides you in implementing the selected risk management techniques
    e. Provides you with written documentation and evaluation
    f. Can be done internally or with a risk assessment professional
16. All ERPs must be documented
    a. To insure their effectiveness during an incident
    b. In various ways including word processors or specific software
    c. Accessible via multiple venues
        i. Via the web
        ii. Other portable media
17. Duties of the Pastor or Designee
    a. Designate an Emergency Response Coordinator
    b. Order and monitor drills and training purposes.
    c. Provide the staff with copies of the Emergency Preparedness Plan and initiate processes to maintain the plan.
    d. Keep in contact with designated personnel monitoring information sources for information on emergency warnings.
    e. Cooperate with community groups interested in emergency preparedness.
    f. Provide a copy of Emergency Response Plan to all ministries that use church facilities.
    g. Report any missing persons to Emergency Operations Center.
18. Duties of Administrative Assistants
    a. Maintain current list of all church staff contact information.
    b. Maintain a supply of first aid equipment.

    c. Provide a message center during an event.
19. Duties of the Building Engineers / Custodians
    a. Assume responsibility for the safety factors of the physical plant during an emergency. Report structural defects to the Emergency Operations Center.
    b. Assume responsibility for the inspection and maintenance of fire-fighting equipment.
    c. Chart shutoff valves and switches for gas, water, and electricity. Add chart to Emergency Response Plan and post for others to use in an emergency.
    d. Assist in checking for power line or building damage for exit safety.
20. Notification duties in an emergency
    a. Notify the appropriate agency (Fire, Police, EMT) as directed by the Emergency Coordinator
    b. Waiting for direction is not considered necessary if circumstances obviously dictate which agency should be called
21. Communications
    a. PA System if available
    b. Portable megaphones
    c. Messengers
    d. Radios
        i. ER coordinator
        ii. Building Engineer
        iii. Custodians
        iv. Security personnel
        v. Staff
22. Incident Management
    a. The Emergency Operations Center or designee is in charge of the operation. They are the Emergency Director/Coordinator.
    b. The Emergency Coordinator directs and coordinates efforts of the Emergency Operations Center. When the Emergency Operations Center is absent, the Executive Emergency Operations Center assumes his/her duties. If he/she is absent, the Emergency Coordinator under the direction of its chair shall be in charge.
    c. The Emergency Operations Center coordinates the efforts of the facility response.
    d. Each area in the facility should have a pre-assigned coordinator. Sunday school teachers/directors are immediately in charge of their classroom.
    e. The building engineer, media coordinator, executive pastor, work under the direction of the Pastor or designee unless he/she is absent. In such a situation they work under the direction of the Emergency Coordinator. If he/she is also absent, the designated Emergency Coordinator shall be in charge.
23. Emergency Operations Center / Command Area
    a. Identified in advance
    b. Need backup location such as another building on campus due to circumstances
    c. Decisions made here by the Emergency Director and community agencies
    d. Logs of suspicious materials to be taken to this area
    e. Threat analysis made here
24. If terrorist activities exist, these people and organizations should make decisions
    a. The Emergency Coordinator -if available (they could be still in an affected portion of the campus).
    b. The Police and Fire Departments with assistance from the County Sheriff's Department.
    c. Other emergency response personnel.
25. Determine alarm signals
    a. Fire Alarm: (Describe sound of alarm)

b. All Clear: Describe method to return to building.
c. Earthquake: No audible signal. Directed instructions during quake to take cover.
d. Bomb Threat: Open intercom and announce "_____". Then ring the fire drill signal.
e. Fallen Aircraft/Space Debris: Fire signal to evacuate building.
f. Civil Disturbances: Open intercom and announce "_____"
g. Use runners to relay messages.
h. Terrorist or Hostage Situation: Use intercom or runners to relay message to/from office. Use runners to relay message to other buildings. Code word: "_____"
i. Nuclear Attack: Use intercom or runners to relay messages.
j. Other: In the event of unforeseen emergencies requiring evacuation, the fire alarm will be used.

26. Emergency Kit
    a. Each defined area should have a kit
    b. Should be stored in accessible area for emergency team members
    c. Should include:
        i. Flashlights (with extra batteries), Emergency lights/lanterns, Megaphones portable -Self Contained Power, Walkie-Talkies (one for each coordinator), Portable battery (or solar) powered radio, Air Horn or Bell, Answering machine, Unlisted phone line , Paper and marker pens, Stretcher
        ii. Survival Supplies: Metal Container and Lid for storage, Plastic Containers, Plastic Bags and Ties, Disinfectant, Old Sheets, Plastic Sheeting, Duct tape, Paper Drinking Cups, First Aid Supplies, Automatic External Defibrillator (AED), Large Garbage Can, Toilet Paper, Hand Soap, Washcloths, Towels, Pail or Basin, Sanitary Napkins, Blankets, Books, Cards, Games, etc., for entertainment, Tools, Water
    d. Additional Items:
        i. Exit Plans Posted in Each Room
        ii. Bomb Threat Checklist at each Phone
        iii. Emergency Phone Numbers Verified
        iv. Date of Checklist Completion
        v. Evacuation Plan/Master Lists
    e. Disaster Coordinator's Backpack should include
        i. Forms to keep records of the emergency
        ii. Copy of the ERP
        iii. Extra batteries
        iv. Walkie-talkie
        v. Megaphone / Bullhorn

27. Building Evacuation
    a. Anyone with special duties will perform them.
    b. Immediately upon hearing the Fire Alarm signal, staff, members, and visitors in the building shall evacuate the building via prearranged evacuation route (see map) quickly, quietly, and single file. The last person out of the room shall pull the door closed, but will not lock it. If the incident occurs during a service, the ushers will direct the evacuation.
    c. People with special needs will be assisted by one or two other staff members.
    d. The first person out will monitor the exit and keep people from re-entering the building.
    e. Everyone will exit the building via the closest exit and then walk quickly to their assembly area (see map).
    f. No one will take time to collect personal items.
    g. If regular exit is blocked, the designated fire warden will lead the group to an alternate exit.

h. First aid should be performed as necessary. Everyone shall await further instructions. Re-entry or further instruction will come only from the Emergency Coordinator.
i. The Building Engineer/Custodian will notify the utility companies of a break or suspected break in utilities.
j. The Pastor or his designee will determine whether the occupants will go home, or any further action should be implemented. He/she will also report any missing personnel, members, visitors to emergency personnel

28. Hazardous materials evacuation
    a. Evacuation (rescue) or
    b. In-place sheltering
29. General Evacuation
    a. Incident-specific
30. In-place Sheltering
    a. Caused by rapid spread of airborne toxicants
    b. Best case response is to remain inside
    c. Guidelines to follow:
        i. An announcement will come over the PA system telling you that the "In-place-shelter procedure" is in effect.
        ii. Close all doors to the outside and close and lock all windows. (Windows seal better when locked). Seal gaps under doorways and windows with wet towels, and those around doorways and windows with duct tape (or similar thick tape) and sheets of plastic (precut and labeled before the incident). Have personnel assigned to specific tasks ahead of time.
        iii. Building Engineers/Custodians should set all ventilation systems to 100 percent recirculation so that no outside air is drawn into the structure. Where this is not possible, ventilation systems should be turned off.
        iv. Turn off all heating systems and air conditioners.
        v. Seal any gaps around window type air conditioners, exhaust fan grills, exhaust fans, range vents, dryer vents, etc. With tape and plastic sheeting, wax paper, or aluminum wrap
        vi. Close as many internal doors as possible.
        vii. If an outdoor explosion is possible, close drapes, curtains, and shades over windows. Avoid windows to prevent potential injury from flying glass.
        viii. If you suspect that the gas or vapor has entered the structure you are in, hold a wet cloth over your nose and mouth.
        ix. Use a weather radio and monitor the Emergency Broadcast System or the radio or television for information concerning the hazardous materials incident and in-place sheltering.
31. Training
    a. Develop a program for all staff and volunteers
    b. General objectives for personnel
        i. Respond to a fire drill and evacuate the facility within the designated timeframe and follow all other procedures as listed in the emergency plan on fire and evacuation.
        ii. Recognize the difference between warning systems for different types of emergencies.
        iii. Respond to a drill for any identified hazard and follow all procedures as outlined in the "Emergency Response Plan" on the hazard.
        iv. Know how to call for emergency help and know where the emergency phone numbers are listed.

v. Recognize the procedures to follow if hazardous materials, wind and other types of severe weather, medical, flood, utility failure, nuclear explosion or radioactive fall-out, bomb threat, civil disturbance, aircraft crash, hostage situation, or any other type of emergency should arise.
vi. Know where emergency and first aid equipment is found in the building(s) and how to use such equipment, or know someone who does know how to use it.
vii. Know where the Emergency Operations Center is and understand how the chain of command works.
viii. Know how and where to evacuate the worship center and any other related facilities.
ix. Know and understand the early dismissal plan if there is a school on the premises.
x. Personnel will be made aware of the safety features of the building and sources of help that are available.
xi. Communicate roles and special assignments

32. Drills / Exercise
    a. Regular Fire drills
    b. Quick evacuation drills
33. Additional considerations for church schools and Preschool Programs
    a. School Foods Personnel
    b. Teachers
    c. Teacher's Assistants
    d. Shutdown Notification
    e. Early Dismissal Plan
    f. Release of Students to Parents
    g. Parent Release Form
    h. Log for School Fire and Other Emergency Drills
    i. Medical Release Form
    j. Student Release Form
    k. Unaccounted students and staff
    l. Safe Sites (Alternate temporary locations)
    m. Emergency Transportation Plan
34. Areas of risk to be reviewed for ERP inclusion
    a. Bomb threat
    b. Chemical release
    c. Civil disturbance
    d. Earthquake
    e. Aircraft / space debris
    f. Fire
    g. Flood
    h. Hazardous materials
    i. Medical emergencies / first aid instructions
    j. Nuclear explosion or radioactive fall-out
    k. Technical problems
    l. Terrorist or hostage situation
    m. Utility failure
        i. Power outage
        ii. Gas leak
        iii. Water line break
    n. Wind and other types of severe weather
35. Other considerations

a. First aid instructions and supplies
b. Radio / TV station notification
c. Shelter and Mass Care
d. Forms

36. Forms needed
    a. Bomb checklist (FBI form)
    b. Local Life Safety Code
    c. Notification checklist
    d. Safe Building Evacuation Plan Worksheet
    e. Unsafe Building Evacuation Plan Worksheet
37. Other items needed
    a. Staff call list
    b. Office phone numbers
    c. List of First Aid / CPR / AED Certified personnel
    d. Maps
        i. Evacuation
        ii. Utility Shut-offs
        iii. Emergency Operations Center
        iv. Safe Sites
38. A Quick Response Team (QRT)
    a. Purpose: enable the church to evaluate and respond promptly in a crisis and emergency circumstance, including but not limited to church, local, national, and international circumstances
    b. Scope
        i. Led by senior pastor
        ii. Composed of 6 other personnel
        iii. Initiates a team of designated team members to initiate immediate discussion of emergency action needed
        iv. Decisions require the approval of at least 4 members of the QRT
        v. "Response" may constitute initial action only or a plan of action with appropriate follow-up
        vi. As the immediate crisis or emergency subsides, other ministry teams, boards, and church authorities continue with appropriate follow-up oversight and action

2. Disaster Relief: Churches Ministering to others in Crisis

39. Smart ways to respond to a disaster
    a. Organize now. The question is not if you will respond but when
    b. Form a ministry team or committee and start identifying opportunities in your community where your church may be able to respond
    c. Consider purchasing a trailer and loading it with tools and a generator
    d. Contract the Red Cross and evaluate whether or not your church can be a Red Cross facility
    e. Survey your membership for a person to lead a disaster relief team
    f. Call your insurance company and know you legal liability limits.
        i. Ask yourself: What can and what can't we do in our facilities?
    g. Know your security issues
        i. Being a shelter presents interesting challenges
            1. Searching possessions of patrons for weapons and other items
            2. Securing the facility and limiting access of visitors

3. Backgrounds of patrons are not knows – criminal records
4. Insure the safety of patrons from criminal activities
5. If you have a school facility problems can be severe

ii. Work with your local law enforcement to get assistance with
1. Advising the authorities that your church facility is a relief shelter
2. Regular patrols
3. Posting an officer on duty at your site

h. Policies and procedures for handling designated giving for disaster relief
i. Preparing your own facility for a natural disaster
j. Network with other churches and pool resources
k. Be prepared to provide services such as
i. Food service
ii. Spiritual and psychological counseling
iii. Exhaustive security measures
iv. Computer and Internet access for patrons
v. Sleeping and bathing facilities
vi. Entertainment
vii. Transportation
viii. Phone bank
ix. Childcare
x. Clothing and diapers
xi. Medical / first aid
xii. Church services
xiii. Custodial needs of the shelter

40. The Red Cross and the Local Church
a. International humanitarian movement with approximately 97 million volunteers worldwide which started to protect human life and health, to ensure respect for the human being, and to prevent and alleviate human suffering, without any discrimination based on nationality, race, religious beliefs, class or political opinions.
b. My personal experience in serving as a Red Cross Shelter and Distribution point
i. Churches typically help by
1. Serving as a reception center or shelter during periods of natural disasters and human-caused emergencies

ii. Churches either respond
1. On a spontaneous basis
2. Or as a pre-designated shelter within the National Shelter System approved and operated by the Red Cross
3. Being a National Shelter System requires a signed agreement with the Red Cross

iii. The Red Cross needs your assistance
iv. They need locations to setup their assistance centers
v. They can provide training but you will need to provide the manpower in most cases
vi. They will provide some funding and resources for your needs
vii. They will send a team to your facility to qualify you as a Red Cross affiliate
viii. Types of uses needed for facilities during a disaster or crisis
1. Command center
2. Shelter for temporary housing – most familiar use
3. Distribution point for giving assistance – cash and supplies
4. Staging area for distributing supplies to other centers

5. Reception center for processing refugees and contacting families
6. Counseling center for victims and families
7. Meal prep and service center
8. Training center hosting special programs for the community

c. Go to www.redcross.org to find your local Red Cross chapter contact information

3. Facilities: Emergency Planning

41. Considerations
    a. What constitutes risk at your facilities
    b. Every facility has unique emergency needs and procedures
    c. All emergency planning should be done in cooperation with the police and fire departments, and service contractors
42. Planning steps
    a. First phase: risk assessment for disaster and emergencies
        i. Disasters occur more frequently as a result of incidents caused by individuals (such as assaults and robberies) than from natural hazards
        ii. Questions to ask:
            1. What can happen on our property?
            2. What exposures exist on the property?
            3. What is being done now to prevent an occurrence?
            4. Is it enough?
            5. Is mitigation possible?
    b. Develop an emergency procedures manual
        i. Should contain detailed instructions & procedures for everyone involved in an emergency to follow
        ii. Should contain training and drilling exercises
        iii. Should contain an extensive list of phone numbers for
            1. Police and fire
            2. Community services
            3. Utility companies
            4. Service contractors
        iv. Complete description of the property and blueprints including the "as-built" drawings that clearly show the locations of
            1. Mechanical equipment
            2. Utility and water shut-offs
            3. Elevators
            4. Stairwells
            5. Roof access
            6. Stand pipes
            7. Emergency generators
            8. Life-safety equipment
        v. Store at least one copy of the manual offsite
43. Facilities issues (source: *"Preparedness for Crisis"*, **NACBA Ledger**, Summer 2005)
    a. Have a first aid kit in a designated spot and teach basic first aid to church staff and interested lay volunteers
    b. Have ample fire extinguishers in working order and know where they are
    c. Make sure the fire department has correct emergency contact numbers for your facility
    d. Have ample lighting for parking lots, entrances, and exits

e. Trim trees and bushes that might limit lighted areas or conceal a trespasser
f. Have Lexan (plexi) glass replace regular glass
g. Have both interior and exterior lighting automatically timed
h. Have motion lights near windows and doors
i. When affordable use monitored alarm systems
j. Where affordable use cameras at entrance areas
k. Secure rooftop vents and fuse boxes
l. Lock and key systems that work and work for you
m. Meet the Neighborhood Community Relations Police Office or have a Crime Prevention Specialist provide a free security survey of the facility
n. Provide awareness training for greeters, ushers, and other staff
o. Tag all office equipment and electronics
p. Place stickers at entrances announcing that all valuables are marked
q. Utilize paper shredders for important documents
r. Conceal bank deposit bags when depositing money / go in pairs
s. Do security checks on hired help, especially employees and service personnel with key access
t. Consider the ongoing security needs during the week

44. Logistical preparedness
    a. Keep a Crisis Management Outline somewhere besides in the church building that includes
        i. Chart of phone numbers for maintenance crew, staff, committees, police, fire, ambulance, etc
        ii. Map of your facilities
        iii. Extra keys to facility
    b. Put import phone numbers in wall directories beside every public phone in the facility
    c. Identify an evacuation plan and safe places to meet
    d. Identify alternative locations and predetermined strategies to assemble your staff in an emergency to serve as a "command center"
    e. Always carry your cell phone
    f. Hire off-duty police for large functions
    g. Develop an emergency code to be an alert to the congregation such as code word "Wolf" or "Blue"
    h. Have an office secret code word if police are needed without causing alarm
    i. Have a list of vehicle description and license number (in case of abduction)
    j. Network with other churches, the local EMA, police / fire depts.
    k. Keep an updated copy of counselors
    l. Plan ahead for who can provide you with extra clerical support, answer phones, update websites, and receive donations
    m. Identify contractors ahead of time that can respond for emergency repairs
    n. Check insurance policy coverage for natural disaster coverage, acts of violence, vandalism, etc
45. Procedure during a facilities crisis
    a. Call 911
    b. Follow the evacuation plan
    c. Have a building diagram available and numbers of who is in charge of the facility in an emergency
    d. Identify a spokesperson for the church
    e. Have victims and their families gather at a predetermined location
    f. Identify a person to get names of witnesses who are safe. Start a sign-in list for persons at designated area who are allowed to leave the scene. This will assist the PD.
    g. Have a child-care coordinator if children are involved

h. Take any threats seriously
i. Observe any warnings of using radios, phones around a possible bomb threat scene
j. Stay out of buildings after evacuation until police clear the building
k. Designate a place to call to offer help – arrange for food and drinks if appropriate
l. Designate a clean-up official to work with the Emergency Management Team to contact needed agencies
m. Arrange for clerical support with phones, messages, update website, receive donations – talk to your bank to set up a special account
n. Have a correspondence answering team

46. Critical incident Stress Management Team (CISM)
    a. Use a system of intervention designed to assist persons touched by a crisis event
    b. Categories of victims
        i. Primary victim – direct victims
        ii. Secondary victims – observers, bystanders, response personnel
        iii. Tertiary victims – family members or rescuer
    c. CISM interventions are directed to lessening the long-term traumatic effects of a crisis and may include
        i. Pre-incident education and prep
        ii. Stress management and trauma management education
        iii. One-on-one crisis interventions
        iv. Group crisis interventions
        v. Informal group discussions
        vi. Family support programs
        vii. On-scene support services
        viii. Peer support programs
        ix. Follow-up programs
    d. Counseling is a great need both during the crisis and in short-term and long-term follow-up
47. Follow-up
    a. Personnel to return phone calls
    b. Listeners are needed
    c. Personnel available after the initial contact
    d. Someone to empathize victims feelings of fear, anger, sadness, revenge, confusion, frustration, desperation, dependency, life out of control, emotional roller coaster
    e. Someone to pray with them
    f. Someone to search God's Word with them not just for them
    g. Someone to "flesh out" the presence of God
48. Ministry
    a. Be willing to listen to the hurt and the grief and avoid giving quick answers and platitudes
    b. Assure people that the roller coaster of emotions is normal
    c. Assure people of God's love and His abiding presence and your continued prayers
    d. Help them to realize that they are not responsible for the tragedy
    e. Allow victims to share memories and encourage them to see how God has been working in their lives.
    f. Encourage them to write down their thoughts and experiences
    g. Encourage them as they attempt to resume normal daily activities, but prepare them for the realization that things will never be the same again
    h. Assist them in developing a strong support system and finding the counseling help they need
    i. Help them realize that everyone grieves differently

j. Help them to see that in the midst of personal, emotional, and social earthquakes, God is still the firm foundation
k. Provide for the helpers

49. How to take care of yourself
    a. Spend time with people
    b. Talk about what you are thinking
    c. Give yourself permission to react
    d. Give time any opportunity to enhance the healing process
    e. Eat healthy – fruits, vegetables and some protein – avoid fat, salt, and sweets
    f. Eliminate caffeine, which causes further stress to the body system
    g. Exercise is an excellent way to help eliminate stress
    h. Spend regular times in prayer and meditation
    i. Practice grace on yourself doing enjoyable activities
    j. Avoid stressful situations – not a time to make major decisions
50. Logistical support
    a. Designate someone to handle the following:
        i. Communications
        ii. Calls
        iii. Incoming offers of services needed
        iv. Letters, cards, gifts
    b. Keep a list of volunteers who help in all areas during the crisis
    c. Keep return addresses for thank you notes for monetary donations, art-work, books, tapes, etc
    d. It is not necessary to respond to notes of sympathy
    e. Establish a place where people can read cards & letters, this brings comfort
    f. Box overflow you do not have time to open and process it later when things calm down
    g. Have a planned procedure to clear away memorials that are placed at the site
51. Special events
    a. "First" date memorials: First time back in the facilities, first month anniversary, first year anniversary, etc.
    b. Age group expression and interactions that affirm God's grace in the lives of the youngest as well as the oldest
    c. An "Ebenezer" or memorial experience that describes God's "rock of help" in the time of crisis

4. Church Violence and Emergency Planning

Added 4/14/09
10 Things Every Christian Organization Needs to Know About Security and Emergency Planning

52. Recent Survey of 100 churches (not scientific) conducted
    a. There has been tragic violence at multiple churches in the past. Does your church have an emergency plan for these situations
        i. Yes, we are ready for any situation at our church
            1. 19%
        ii. Sort of. We have a plan but it might not be enough
            1. 29%
        iii. Unfortunately we keep putting it off
            1. 28%
        iv. Nope, we believe God will protect us
            1. 24%

v. Source: www.churchmarketingsucks.com/2009/05/church_violence

53. The reality of violence at Church (source: GuideOne Center for Risk Management Fact Sheet)
    a. While rare, **acts of violence do occur** at churches
    b. Violent acts may include
        i. Robbery
        ii. Assault
        iii. Rape
        iv. Attempted murder or murder
    c. The majority of violent acts are carried out by people who have a **connection to the congregation**
    d. The most common violent act at churches, as with schools, is a **shooting**
    e. Often there are pre-cursors or warning signs to the violent act, such as **threats or previous outbursts, disputes, or confrontations**
    f. Most churches are **unprepared** for a violent event or its aftermath
54. Who is at risk?
    a. **No church is immune** to the risk of a violent episode occurring
    b. Churches of all sizes, locations, and resources have experienced acts of violence
55. Can a violent outburst be avoided?
    a. **There is no assurance** that a violent episode in church can be avoided
    b. However, **you can be prepared** for the possibility of an incident occurring
        i. By taking personal responsibility for the safety of your church
56. **How to** make your church **less vulnerable**
    a. Work with your church's **Safety and Security team**. Designate a point person on security issues to be the church security director. Define the responsibilities of that position
    b. Develop a **church security plan and guidelines** with defined roles for all staff persons including greeters, ushers, and other frontline workers and volunteers. Your local law enforcement agency may be a resource to you in forming the security plan
        i. Include in the plan a **seating location** for ushers and / or security personnel
        ii. Strategically stationed in both the front and the rear of the sanctuary
        iii. Establish **lock-down procedures** for areas of the church, crisis communications, and an evacuation plan for the building
    c. Establish a method for quickly **communicating** issues of concern, such as a weapon, to appropriate church personnel, such as the security director, as well as to authorities. Depending on the size of your church, walkie-talkies, two-way radios, pagers, and/or cell phones may be appropriate to have on hand
    d. Establish a no tolerance **policy** for fights, altercations, and other disruptions
    e. Work with your local law enforcement agency to provide **training** for staff and frontline workers and volunteers on topics such as violence identification and security methods
    f. Openly **discuss issues** of concern and learn to defuse problems before they become incidents. Violence intervention training may be appropriate
57. Security Guards
    a. More common now
    b. Options
        i. **Maintain your own** security guard force using volunteers and paid employees
        ii. Hire a professional security guard **service**
    c. Maintaining your own security guard force
        i. **The church is responsible** for running **background checks and screening** all security guard personnel

ii. **The church is responsible** for the **training and supervision** of its security guard personnel
iii. **The church is responsible** for ensuring that its security force **complies with all licensing and certification requirements** that might exist under your state's law
iv. The **church will** in most circumstances **be liable** for the acts of its security guards
v. One option is to **hire off-duty active law enforcement officers**. An advantage in hiring these individuals is that they will have superior training and experience. However, the **church must still train** these individuals in what their role will be in emergency situations

d. Hiring a professional security guard service
   i. Provides a layer of liability protection for the church
   ii. **The church still must undertake reasonable precautions in hiring the security service**, such as checking references and fully understanding the services' screening, training, and supervision procedures
   iii. The church should verify that the security guard company has a license by obtaining a copy
   iv. **The church should enter into a written agreement** with the security guard service in which the service agrees to indemnify (hold harmless) the church from any injury or damage that might result from the service's activities
   v. **The church should make sure that the security guard service is fully insured and has the church added as an additional insured** on the service's insurance policies. Then, the church should obtain a copy of a certificate of insurance showing that it has been added as an additional insured on the service's insurance policies.

e. The use of Armed Security Guards
   i. Presence potentially can prevent or bring an end to an episode of church violence
   ii. Raises the risk of injury or death to innocent bystanders
   iii. Generates claims for the use of excessive force
   iv. An increased burden for ensuring that all guards are properly screened, trained, and supervised
   v. Armed guards must be properly licensed, hold necessary permits, and only carry legal and authorized weapons
   vi. Arming your guards should only be undertaken in consultation with your church's counsel, local law enforcement, and your insurance agent

58. What to do in the event of a violent incident
   a. Call 911
   b. If there is an opportunity to keep the invader out by locking doors and/or closing off areas of the church, do so
   c. If there is an opportunity to remove all members and guests from the premises, do so as quickly as possible
   d. Quickly control panic situations. Doing so will provide for a more sequenced evacuation if possible
   e. A leader, such as the pastor and/or security director, must take charge and provide orders to be followed
   f. All orders must be clear and direct, such as the following:
      i. "Ushers, secure the building."
      ii. "(fill in name), contact the police."
      iii. "(fill in name), secure the nursery."
      iv. "Everyone, take cover on the floor."
59. How to make your Church Staff and Members less vulnerable

a. Never allow staff to work alone. Always ensure that there are at least two employees present at all times
b. Establish an internal distress code that will alert others in the office to you need for assistance
c. Keep all church doors locked except when in use and then limit access points as much as possible
d. Consider installation of a panic button for frontline workers such as the receptionists
e. Ensure that exterior lighting is adequate in all areas, especially parking lots and walkways. Ask you local law enforcement for assistance with a lighting audit
f. Always park your car in a well lit area that is not obstructed by shrubbery, dumpsters, trucks, or vans
g. Ensure that all staff know of and understand the church's security plan
h. Know where all telephones are located
i. Prepare for the worst case scenario

5. Pandemics: Guidelines for Preparation and Operations

60. Excellent Resources
    a. http://www.n-din.org/
    b. http://www.pandemicflu.gov
    c. See resources list on page 1
61. Pandemics occur an average of 3 times every century
    a. The 1918 influenza pandemic caused 20-50 million deaths worldwide
    b. The 1957 influenza pandemic caused 1-2 million deaths
    c. The 1968 influenza pandemic caused 700,000-1,000,000 deaths
62. What is pandemic flu?
    a. A new strain of influenza virus – one against which humans have little or no natural immunity – that emerges with the ability to cause illness in humans and efficiently pass from person to person
    b. In a severe pandemic, 30% of people or more would get sick, and more people would suffer from complications or die.
    c. A severe pandemic influenza virus would likely spread around the world in a matter of months
63. Three (3) main categories of influenza
    a. Seasonal – affects 5-20% of the US Populations – treated by vaccine
    b. Avian (bird)
    c. Pandemic
    d. Average of 36,000 people die from seasonal influenza each year
64. We are overdue as a carryover from the 20th century
65. In the US
    a. Estimated that 90 million Americans could become ill
    b. 2 million Americans could die
    c. 30% or more of the population would get sick
    d. It is no "if" but rather "when" will it happen
66. What the government might ask of the public if a pandemic occurs
    a. Voluntarily remain at home and not go to work or into the community for 7-10 days
    b. Ask members of households where a person is ill to voluntarily remain at home for 7 days
    c. Dismissing students from schools, colleges, universities, school-based activities, and childcare programs for up to 12 weeks
    d. Reducing social contacts and community mixing such as closing malls and movie theaters

e. Reducing contact between adults in the community and workplace, including, for example, cancellation of large public gatherings, religious services and social events
f. Possible temporarily changing the workplace environments and schedules to avoid large numbers of people mixing together

67. Business recovery plan recommendations (www.eccu.org/resources/thebuzz/2009/may/5)
    a. Monitor news sources and follow official governmental recommendations
    b. Evaluate your state of readiness
        i. Brainstorm situational triggers and responses
        ii. Monitor changes in the World Health Organization's (WHO) pandemic phase to determine next steps
        iii. Establish policies to address travel, illness, compensation, and related issues
        iv. Communicate proactively. Be prepared to answer questions related to personal time off and other circumstances unique to a pandemic
        v. Double check supplies. Anticipate needs to avoid shortages.
        vi. Consider and prepare for VPN/remote access options for your network
        vii. Ensure the cleanliness of workstations and public areas such as phones, doorknobs, and handrails
        viii. Anticipate reduction in staff due to illness or closure of schools and daycares. Cross-train critical positions.
        ix. Communicate with critical vendors to ensure that they are also prepared, and verify that their contact information is current
        x. Evaluate project priorities. Prioritize. Be prepared to put some projects on the back burner should the situation escalate
        xi. Be sure your online contributions solutions are working well
68. What can your church do to help
    a. Partner with public aid agencies in providing
        i. Food and water
        ii. Provide childcare center that is equipped for an influenza environment (see facilities guides)
        iii. Assist by using your church communication tools (online, phone-tree, twitter, text) to communicate timely and accurate community and public service information
        iv. Cross train staff and volunteers to cover necessary tasks including caring for the sick, distribute medications, and provide assistance
        v. Use facilities as vaccination clinics, antiviral distribution centers, triage centers, and even a morgue
        vi. Provide spiritual and emotional care to victims and families of deceased

6. Information Technology (IT): Emergency Planning – Business Continuity

69. 75% of all businesses in the United States store both their original, and backup copies of vital records, and critical data ONSITE (Source: Basic Disaster Recovery & Contingency Plan, www.adminservice.com).
70. A sensible contingency plan contains at least three (3) core elements:
    a. Ministry and church business resumption plans
    b. Emergency operating procedures
    c. Information systems' data processing recovery procedures
71. Prioritized disasters likely to occur to an IT system, based upon a historical review:
    a. Weather and geographical conditions (e.g., fire, flood, storm, earthquake, adjacent hazardous businesses);

b. Facilities' issues (e.g., age, condition, repairs);
c. Equipment issues (e.g., age, condition, repairs, hardware/software failure, compatibility);
d. Utilities' services (e.g., interruption of communications, water, electricity, gas, sewer); and
e. Human issues (e.g., robberies, strikes, riots, sabotage, bomb threats)

72. Backup and Disaster Recovery
    a. Questions to ask
        i. What constitutes a disaster?
        ii. Who gets notified regarding a disaster and how?
        iii. Who conducts damage assessment and decides what back-up resources are utilized?
        iv. Where are backup sites located and what is done to maintain them on what schedule?
        v. How often and under what conditions is the plan updated?
        vi. Assuming the church does not own the data center, what downtime does the service level agreement with the center allow?
        vii. A list of people within the organization to notify MUST be maintained by the network operations center of the data center including pager, office, home, and cell
73. Options to consider
    a. Built-in backup and recovery tools in the operating systems
    b. Dedicated software from a different vendor
    c. Backup service, usually 3rd party and offsite
74. Facts to consider
    a. How frequently you have to backup data
    b. Best time to backup
    c. How much data to backup
    d. Off-site storage in event of catastrophe
    e. How long the backup data to be stored
    f. Security of the backup data
    g. Good documentation for backup and recovery procedure
    h. Test it!
    i. Do you have a policy including the procedure for restoring from a backup?
    j. Can any single backup strategy cover all the possibilities?
        i. Have a plan for the “most likely”
        ii. Have a plan for the “worst case”
        iii. Have a plan for every server
    k. Are there sufficient resources (time and $$) to have every possibility covered?
        i. What is you “backup budget”?
        ii. What is your archive device rotation plan?
        iii. Can you get back to last week, last month, and last year?
            1. Islands of information
                a. User data on laptop or workstation
                b. Ministry / group data store
            2. Much less expensive to provide on-line storage than archive storage
75. Disaster Recovery Plan
    a. What data and services – at a minimum – would be required?
        i. Membership database – somewhere to run it and some way to access it
        ii. E-mail – way to access domain name servers
        iii. Web Services – ability to make fast edits to communicate with staff, members, public
        iv. Voice Systems – a quick way to bring up a distributed voice network
76. Best Practices
    a. All data, operating systems and utility files must be adequately and systematically backed up

b. Records of what is backed up and to where must be maintained
c. Records of software licensing should be backed up
d. The backup media must be precisely labeled and accurate records must be maintained of back-ups done and to which backup set they belong
e. Copies of the backup media, together with the backup record, should be stored safely in a remote location, at a sufficient distance away to escape any damage from a disaster at the main site
f. Regular tests of restoring data/software from the backup copies should be undertaken, to ensure that they can be relied upon for use in an emergency
g. There should be a detailed disaster contingency plan including
    i. Supporting documentation for minimal systems required for restoring operations
    ii. Checklist for damage assessment
    iii. Recovery procedures
    iv. Restoration of systems, restoration of data, testing of data

77. Auditing Standards - **See Bold Text**

a. Statements on Auditing Standards (SASs) 104-108
    i. Effective for audits of fiscal years ending 12/15/2007 or later
    ii. Changes the focus of audit somewhat from financial statement balances to an assessment of risk in key business processes and the environment in which we operate.
    iii. Appropriately named "Risk Assessment Standards", although really not a new emphasis, but a return to an audit basis of determining the areas of greatest risk, whether caused by error or fraud.
    iv. Specifically relates to the information technology (IT) used in financial accounting and reporting
    v. Audits must ensure that IT-related risks are appropriately evaluated and considered in the audit

b. Specifically, SASs 105 & 109
    i. Require your auditor to gain an understanding of your key risks and evaluate your internal controls, including those in IT
    ii. Audits will require the input of your IT staff or out-sourced IT contractor
    iii. Will evaluate the effectiveness of your internal controls within your IT and Financial policies and procedures

c. Auditing standards established by the Committee of Sponsoring Organizations (COSO)
    i. Standards are categorized for IT as follows
        1. "less complex"
        2. "more complex"
            a. Have custom developed software
            b. Have packaged software that's been modified or supplemented
            c. Rely on the internet to transmit transactional data (more than just email and browsing)
            d. Heavily rely on spreadsheets with complex calculations and macros

d. Questions auditors will be asking to CBAs, IT Directors, and independent IT contractors:
    i. *Are there controls over system design and implementation?* The focus will be on the role senior management plays in the process of setting and approving of IT strategies and changes
    ii. *Are updates tested before installation?* Not many churches have the ability to test updates.
    iii. Is system security adequate?
        1. Standards will call for a minimum 8-digit alphanumeric password that is un-guessable.
        2. Multiple failed login attempts should automatically lock a user's account for a period of time.
        3. Anti-malware should be in place and current

4. Servers and wiring closets should be locked with a limited number of keys
5. **Data should be backed up, regularly, stored off-site, and regularly tested**
6. Firewalls should be in place and current and vulnerability assessments should be regularly performed

iv. *Are operational errors identified and corrected in a timely manner?* A reference to user help desk activity.

v. *Do applications ensure complete transactions?* This includes folder and file naming conventions to ensure that only the latest files are being used.

vi. *Additional IT risk management steps*

1. **Identify / inventory your hardware**
    a. **List of your IT infrastructure including**
    b. **Switches**
    c. **Routers**
    d. **WiFi router security settings**
    e. **internet connection providers / IP addresses**
    f. **Servers**
    g. **Desktop computers**
    h. **Notebook computers**
    i. **Printers**
    j. **Warranties / service contracts**
2. **Identify / inventory your software**
    a. **Each application used**
    b. **What computer / PC it resides on**
    c. **Binder containing all licenses**
3. **Test your vulnerabilities**
    a. **Documentation of your disaster recovery plan including business continuity (emergency access to your DB)**
    b. **Regular and thoroughly tested backup strategy**

e. May result in higher audit fees, but preparation will force you to be prepared for a disaster!

78. Conclusion