

EMERGENCY OPERATIONS PLAN

CHURCH NAME
SUBTITLE (E.G. ASSEMBLY OF GOD)

City, State

Est. 2021

Last Revision—DATE

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ADMINISTRATIVE HANDLING NOTE

- This material is solely for crisis planning and emergency preparedness.
- While not a classified document, such emergency plans are exempted from disclosure under the Michigan Freedom of Information Act, 1976 PA 442.¹ Thus, it should be handled responsibly, disclosed wisely, and stored with an appropriate sense of security, in order to keep these plans from unauthorized release, edits, theft, inadvertent access, or for use with ill intent.²

¹ See MCL 15.243(1)(y): “Records or information of measures designed to protect the security or safety of persons or property, whether public or private, including, but not limited to, building, public works, and public water supply designs to the extent that those designs relate to the ongoing security measures of a public body, capabilities and plans for responding to a violation of the Michigan anti-terrorism act, chapter LXXXIII-A of the Michigan penal code, 1931 PA 328, MCL 750.543 to 750.543z, emergency response plans, risk planning documents, threat assessments, and domestic preparedness strategies, unless disclosure would not impair a public body's ability to protect the security or safety of persons or property or unless the public interest in disclosure outweighs the public interest in nondisclosure in the particular instance.”

² Michigan State Police Emergency Management and Homeland Security Division, *ALL-HAZARDS EMERGENCY OPERATIONS PLANNING GUIDANCE FOR SCHOOLS*—2014, *viii*.

PROMULGATION DOCUMENT & SIGNATURE PAGE

This document formally recognizes the adoption of this Emergency Operations Plan as that of **CHURCH NAME**. It gives both the authority and the responsibility to Church personnel to perform their tasks before, during, or after an incident, as attested to by the signature of **CHURCH NAME**'s senior leadership.

NAME—*Lead Pastor* *Date*

NAME—*Associate/Assistant Pastor* *Date*

NAME— *Eventual Safety/Security Team Director* *Date*

NAME—*Designee of Official Church Board* *Date*

NAME—*Local Law Enforcement Rep or Emergency Manager* *Date*

APPROVAL & IMPLEMENTATION

This document approves the Emergency Operations Plan as the Plan for CHURCH NAME. It is applicable to the people, properties, and programs of the Church. It supersedes all previous plans. Authority is hereby delegated to the ___ (e.g. Lead Pastor) ___ and/or ___ (e.g. Safety Leader) ___ to make specific modifications to the Plan without the signature of other leadership.

NAME—*Lead Pastor* *Date*

NAME—*Associate/Assistant Pastor* *Date*

NAME—*Eventual Safety/Security Team Director* *Date*

NAME—*Designee of Official Church Board* *Date*

NAME—*Local Law Enforcement Rep or Emergency Manager* *Date*

RECORD OF CHANGES

Updates and/or change to the Plan will be tracked. The record of changes, usually in table format, contains, at a minimum, a change number, the date of the change, the name of the person who made the change, and a summary of the change

CHANGE NUMBER	PERSON MAKING CHANGE	DATE OF CHANGE
SUMMARY OF CHANGE(S)		

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SUMMARY OF CHANGE(S)		

PREFACE

“ . . . the sensible man considers his steps. ”

Proverbs 14:15 (NASB)

This Emergency Operations Plan draws upon guidance, and/or recommendations from the following: The Federal Emergency Management Agency’s *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, *Guide for Developing High-Quality School Emergency Operations Plans*; standards advanced by the Department of Homeland Security’s *Active Shooter: How to Respond* and the practice of Crime Prevention Through Environmental Design; and is adapted from templates offered by the State of Michigan *ALL-HAZARDS EMERGENCY OPERATIONS PLANNING GUIDANCE FOR SCHOOLS—2014*), and *MI Ready Schools: Emergency Planning Toolkit—2011*, Michigan Department of Education.

CHURCH NAME will seek to coordinate training offered by local law enforcement, fire, and emergency managers, input from available subject matter experts, and guidance from state and federal agencies, to further develop, refine, and practice, these plans and procedures, striving to adhere to best practices with the hope of maintaining the safest environment possible for its church community.

This Emergency Operations Plan was authored and drafted in template form by J. M. Zabick and provided to **CHURCH NAME** for ultimate fulfillment and customization in coordination with other safety and security assessment services. This Plan is fully given to **CHURCH NAME**; however, certain rights are maintained by the author who has (does and will) provided similar plans and services to other institutions.

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“By failing to prepare, you are preparing to fail.”

Benjamin Franklin

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Adjust this TOC as Edits are Made

INTRODUCTION & PURPOSE

An *emergency* is defined as any present or imminent critical situation that threatens the safety of **CHURCH NAME**—the wellbeing of its people (congregation, staff, and guests) and, to a lesser degree, the security of its properties.

Thus, the awareness of potential threats, the identification of extant vulnerabilities, and the desire to minimize the potential impact of a crisis requires coordinated planning, as well as the development of procedures designed to better manage, and ultimately mitigate, the adverse effects of a crisis, catastrophe, or criminal situation.

It is understood that emergencies surface in myriad forms, including, but not limited to, medical events, injury accidents, fires, severe weather, domestic situations, disruptions, deliberate acts of terrorism, or active violence, etc.

CHURCH NAME is serious about advancing the safest environment for its congregation, visitors, and staff, as it knows how. The EOP for **CHURCH NAME** has been developed with this as an operational goal and driving purpose.

Response recommendations and procedures demonstrate the hope of remaining consistent with known best practices, in addressing potential threat and hazards with a mindset of awareness, preparedness, and response, with the hopes of effectiveness before, during, and after a crisis.³

SCOPE & LIMITATIONS

This Emergency Operations Plan (EOP) does not, nor reasonably cannot, address *every* contingency. Rather, it has been developed to serve as a framework for guidance in advance of, or during, a critical incident; with the hopes of managing such crises more effectively than giving no forethought to such matters.

Therefore, it follows the same “spirit” as the FEMA *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, in that “This guide provides . . . information regarding emergency operations planning for the spectrum of threats and hazards [we] may face. It discusses actions that may be taken before, during, and after an incident in order to reduce the impact on property and [especially] any loss of life . . . this guidance [is to

³ This Emergency Operations Plan draws upon guidelines, and/or recommendations from the following: The Federal Emergency Management Agency’s *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, *Guide for Developing High-Quality School Emergency Operations Plans*; standards advanced by the Department of Homeland Security’s *Active Shooter: How to Respond* and the practice of Crime Prevention Through Environmental Design; and is adapted from templates offered by the State of Michigan *ALL-HAZARDS EMERGENCY OPERATIONS PLANNING GUIDANCE FOR SCHOOLS*—2014, Georgia Emergency Management Agency/Homeland Security (GEMA), *Praise and Preparedness Emergency Operations Plan* template for houses of worship.

provide] examples of good practices and matters to consider for planning and implementation purposes.”⁴

It is to be understood that this EOP represents **CHURCH NAME**'s diligence in doing the best it can, in terms of the safety and security of its church community. It is not a guarantee that crises, emergencies, and/or violence will not tragically affect this community. However, by its implementation, **CHURCH NAME** hopes to minimize the effects of such to the best of its ability.

GOAL & MISSION

The goal of this document is to reflect the commitment of **CHURCH NAME** in aligning its efforts to maintain the safest environment possible with planning practices at the local, state, and national levels. The efforts of these entities are:

. . . informed by Presidential Policy Directive (PPD) 8 . . . signed by the President in March of 2011 and describes the Nation's approach to preparedness. This Directive represents an evolution in our collective understanding of national preparedness, based on the lessons learned from criminal activities, hurricanes, house of worship incidents, and other experiences.⁵

Thus, **CHURCH NAME** endeavors to maintain preparedness around the five mission areas defined by FEMA⁶:

- **Prevention**, for the purposes of this guide, means the capabilities necessary to avoid, deter, or stop an imminent crime or threatened or actual mass casualty incident.⁷ Prevention is the action houses of worship take to prevent a threatened or actual incident from occurring.
- **Protection** means the capabilities to secure houses of worship against acts of terrorism and manmade or natural disasters. Protection focuses on ongoing actions that protect people, networks, and property from a threat or hazard.
- **Mitigation** means the capabilities necessary to eliminate or reduce the loss of life and property damage by lessening the impact of an incident. In this guide, mitigation also means reducing the likelihood that threats and hazards will happen.
- **Response** means the capabilities necessary to stabilize an incident once it has already happened or is certain to happen in an unpreventable way; establish a safe and secure environment; save lives and property; and facilitate the transition to recovery.
- **Recovery** means the capabilities necessary to assist houses of worship affected by an incident in restoring their environment.

⁴ FEMA, *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship* (June 2013), 1. https://www.fema.gov/media-library-data/20130726-1919-25045-2833/developing_eops_for_houses_of_worship_final.pdf

⁵ FEMA, *Guide for . . . Worship*, 2.

⁶ Ibid.

⁷ From FEMA, *Guide for . . . Worship*, 2. “In the broader PPD-8 construct, the term “prevention” refers to those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. The term “prevention” refers to preventing imminent threats.”

For the sake of easy reference, these “mission areas” are identified in this EOP as simply *before*, *during*, and *after*.

Lastly, it is the intended goal of **CHURCH NAME** is to adopt the concepts and principle given by the National Incident Management System (NIMS), delineating roles and responsibilities during an incident that is consistent with Incident Command System (ICS), to ensure a more efficient and effective response by the staff and personnel of **CHURCH NAME** in working with and assisting emergency first responders, as well as other community agency resources.⁸

PLANNING PRINCIPLES

Planning efforts are supported by the leadership of **CHURCH NAME**, as evidenced by the signatory page. Planning will seek to consider all potentially reasonable threats and hazards that **CHURCH NAME** may be forced to encounter, “addressing safety needs before, during, and after an incident.”⁹

While the facilities of **CHURCH NAME** are used in a variety of ways, at a variety of times, it is understood that these plans need to consider these varieties.

Thus, as a matter of principle, **CHURCH NAME** will seek to apply this EOP to the affiliated programs, services, classes, meetings, practices, gatherings, etc., that involve its church community. This planning will apply to the entirety of that community, including its staff, regular attendees, guests, etc. It includes those with special needs or disabilities, as well as those from diverse ethnic backgrounds that may possess limited English language proficiency.¹⁰

This EOP will be available for the consideration and guidance of those who use Church facilities, but are not otherwise affiliated with **CHURCH NAME**, such as building usage by local community groups, other churches, wedding rentals, funerals, etc.

Assumptions¹¹:

CHURCH NAME is allowed to deviate from this EOP if certain assumptions prove not to be true during an actual event. The **CHURCH NAME** assumes:

- A major disaster could occur at any time. Many times, warning to the public and implementation of these measures may be possible; however, some situations occur with little or no warning.
- It will not always be possible to wait for guidance from local officials before action needs to be taken to save lives, prevent injury, or protect Church property.
- The ability to prepare, and thus, respond rapidly will reduce the severity of on people and property.

⁸ Ibid., 3.

⁹ Ibid.

¹⁰ Ibid., 3-4.

¹¹ Adapted from State of Michigan *ALL-HAZARDS EMERGENCY OPERATIONS PLANNING GUIDANCE FOR SCHOOLS*—2014.

- Emergency response is contingent upon various factors, such as how soon the call was placed, the location and present availability of responders, etc. Therefore, it is vital to be prepared to manage, as best it is possible to do so, the initial incident response until emergency personnel arrive.
- Proper prevention and mitigation actions, such as creating a safe church environment will help mitigate, if not prevent potential impact upon the Church and its people.
- Maintaining this EOP and providing exposure to and exercise of the plan may improve the Church’s awareness, preparedness, and response to a crisis that emerges.

PLANNING GUIDANCE

FEMA acknowledges there are various ways that EOP’s can be developed. While their guidance is considered flexible and adaptable to the unique characteristics and context of **CHURCH NAME**, it is the intent of **CHURCH NAME** to use this guidance as a framework for Emergency Operations moving forward.

The FEMA Planning Process Steps (fig. 1)¹² are represented in the main and subheadings beyond this point in this EOP.

Figure 1: FEMA Planning Process Steps



¹² Ibid., 4.

COLLABORATIVE PLANNING TEAM

Person 1	NAME
Person 2	NAME
Person 3	NAME
Person 4	NAME
Person 5	NAME
Person 6	NAME
Person 7	NAME

You can populate this with whoever is designated as your planning team/security committee. It should be a cross section of your population and include leadership representatives from staff and lay ministry, security, facilities, and finance, as well as a representative for specific age ranges of care and ministry (e.g., nursery, children, youth, seniors, ushers, greeters, etc.)

THREAT/HAZARD AWARENESS

Situational awareness measures begin at a scope well beyond the walls of **CHURCH NAME**. Thus, this proper awareness evaluates threats and risks in terms of a scope that starts with the community **CHURCH NAME** falls within, the neighborhood around the Church, campus property, the campus building, and finally the individuals within.¹³

This step involves threat and hazard identification and the assessment of the risks and vulnerability associated with each.¹⁴ The value assigned to each threat or hazard is based upon the likely probability of the event’s occurrence, relative to its likely severity, and will determine how this EOP prioritizes and/or if it subsequently is addressed in the readiness and response portions (fig 2).¹⁵

HAZARD/THREAT PROFILE KEY¹⁶

Potential Hazards/Threats Identified:

- Fire
- Severe Weather/Tornado
- Power Outage
- Transportation Accident

¹³ Guidance taken from Michigan Department of Education, *MI Ready Schools: Emergency Planning Toolkit*—2011, 7; www.michigan.gov/documents/safeschools; as well as FEMA, *Guide for . . . Worship*, 6-7.

¹⁴ FEMA, *Guide for . . . Worship*, note 7; “Vulnerabilities” are characteristics that could make the house of worship more susceptible to threats and hazards.’

¹⁵ *Ibid.*, 6.

¹⁶ *Ibid.*, 11., as well as FEMA, *Guide for . . . Houses of Worship*, 6-7.

- Bomb Threat
- Medical Emergency
- Active Violence/Active Assailant
- Coordinated Disruptions
- Property Crime
- Chemical or Hazmat Event
- **ADD AS NECESSARY**

Magnitude of Hazards/Threats

- **Catastrophic:** Entails deaths, numerous debilitating/life-threatening injuries, and/or severe damage to greater than 25% of property, facility closure for 30 days plus.
- **Critical:** Involves disabling injuries and/or illness, and/or severe damage to greater than 10% of property, with facility closure greater than 2 weeks.
- **Limited:** Non-debilitating/life-threatening injuries are reported or observed, and/or severe damage to less than 10% of structure, with facility shutdown more than 1 week.
- **Negligible:** None to injuries treatable with basic first aid, and/or minor to major damage to property, demanding closure longer than 24 hours.

Frequency of Occurrence

- **Highly Likely:** Event probable within the next year.
- **Likely:** Event probable within next 3 years.
- **Possible:** Event could occur within next 5 years.
- **Unlikely:** Event could occur within next 10 years.

Duration of the Threat/Hazardous Event



Warning: Time available to warn/notify all stakeholders.

- **None:** No advanced warning of the event is given.
- **Minimal:** Event arrives with less than 3 hr. warning.
- **Reasonable:** Event arrives with 3 to 6 hrs. warning.
- **Adequate:** Event arrives with 6 to 12 hrs. warning.
- **Advanced:** Event arrives with greater than 12 hrs. warning.

Perceived Risk Priority Rank:

- High: (Likely to Highly Likely w/ Critical to Catastrophic Magnitude)
- Low: (Unlikely to Possible w/ Negligible to Limited Magnitude)
- Medium: (everything else)

Figure 2: Example Risk Assessment Matrix

Hazard	Probability	Magnitude	Warning	Duration	Risk Priority
Earthquake	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	4. Minimal 3. 6-12 Hours 2. 12-24 Hours 1. > 24 Hours	4. 12+ Hours 3. 6-12 Hours 2. 3-6 Hours 1. < 3 Hours	High Medium Low
Fire	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	4. Minimal 3. 6-12 Hours 2. 12-24 Hours 1. > 24 Hours	4. 12+ Hours 3. 6-12 Hours 2. 3-6 Hours 1. < 3 Hours	High Medium Low

(RED ARE MERELY SUGGESTED—EDIT AS YOU SEE APPROPRIATE)

SPECIFIC THREAT/HAZARD/RISK PROFILE ASSESSMENT MATRICES

HAZARD	PROBABILITY	MAGNITUDE	WARNING	DURATION	RISK
Fire	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Med
Severe Weather / Tornado	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Med
Power Outage	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Low
Transportation Accident	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Med
Bomb Threat	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Low
Medical Emergency	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	High
CONTINUED					

Active Violence / Shooter	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Med
Coordinated Disruptions	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Low
Property Crime	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Med
Chemical / HazMat Event	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Med
Earthquake	4. Highly Likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	5. None 4. < 1 hour 3. 3-6 hours 2. 6-12 hours 1. > 12 hours	5. > 24 hours 4. 12-24 hours 3. 5-12 hours 2. 2-5 hours 1. < 2 hours	Low

DETERMINED GOALS & OBJECTIVES

Going beyond that recommended by authority agencies, this EOP will address threats or hazards that are deemed potential, no matter how likely, by their inclusion in the Risk Assessment Matrices.¹⁷ Goals and Objectives are adopted as that which is provided by FEMA as:

Goals

Broad, general statements that indicate the desired outcome in response to a threat or hazard. Goals are what personnel and other resources are supposed to achieve. Goals also help identify when major activities are complete and what defines a successful outcome. The planning team should develop at least three goals for addressing each threat or hazard (although the planning team may want to identify more). Those three goals should indicate the desired outcome for before, during, and after the threat or hazard.¹⁸

¹⁷ FEMA, *Guide for . . . Houses of Worship*, 8; recommends those labelled as medium of high.

¹⁸ *Ibid.*

Objectives

“[S]pecific, measurable actions that are necessary to achieve the goals. Often, planners will need to identify multiple objectives in support of a single goal.”¹⁹

Specific goals and objectives, for each threat or hazard identified, are specifically enumerated in the plan developed for that particular event.

DEVELOPING PLANS

Action plans for specified threats and/or hazards are provided for each of those identified in the matrices.

The ultimate and overarching goal for this EOP is **to provide a framework in which CHURCH NAME will give both attention and action to the prevention of threats and hazards before their occurrence, protect all people and as much property as possible by taking measures to mitigate harm during critical incidents, and working to respond accordingly to the needs of stakeholders and to the assistance of first responders after the event.**

Inasmuch, the goals for specifically identified events are identified in each action plan but will remain in accordance with the ultimate and overarching goal, as listed.

These plans detail how **CHURCH NAME** will apply its very best efforts to meeting these goals. Wherein, particular functions may apply to more than one plan, those functions will be discussed in operational/functional annexes to this EOP.

FEMA satisfactorily describes both threat specific and functional annexes as follows:

The functional annexes detail the goals, objectives, and courses of action of functions (e.g., evacuation, lockdown, and recovery) that apply across multiple threats or hazards. Functional annexes discuss how the house of worship manages a function before, during, and after an incident.

The threat- and hazard-specific annexes specify the goals, objectives, and courses of action that a house of worship will follow to address a particular type of threat or hazard (e.g., hurricane, active shooter). Threat- and hazard-specific annexes, like the functional annexes, discuss how the house of worship manages a threat or hazard before, during, and after an incident.²⁰

¹⁹ Ibid.

²⁰ Ibid., 11.

FUNCTIONAL ANNEXES (GENERAL PROCEDURES) INDEX

- Universal Goals
- General Security & Safety Measures (Objectives—*Before*)
- Roles & Responsibilities: Threat or Hazard Event (Objectives—*During*)
- Recovery Plan (Objectives—*After*)
- Safety Team Ministry
- Prevention Efforts for Active Violence
- Options Based Responses to Active Violence
- Sheltering in Place Plan
- Evacuation Plan
- **EDIT/ADD/DELETE AS YOU DEEM APPROPRIATE**

THREAT & HAZARD SPECIFIC ANNEXES (ACTION PLANS) INDEX

- Fire Emergencies
- Severe Weather/Tornado
- Power Outages & Utility Concerns
- Transportation Accident
- Bomb Threat
- Sick, Ill, or Injured Persons
- Cardiac Response Plan
- Active Violence/Active Assailant
- Coordinated Disruptions
- Property Crime
- Chemical or Hazmat Event
- Earthquake
- **EDIT/ADD/DELETE AS YOU DEEM APPROPRIATE**

PLAN PREPARATION, REVIEW, & APPROVAL

FORMAT

Consistent with the Federal Emergency Management Agency’s *Guide for Developing High-Quality Emergency Operations Plans for Houses of Worship*, this plan is formatted to provide a basic plan that serves as an overview of **CHURCH NAME**’s approach to emergency operations. This plan can be tailored to fit a growing and changing congregation, as new threats or hazards are identified, stakeholders change, and as emergency management and crisis mitigation approaches continue to evolve.

PLAN WRITING, REVIEW, APPROVAL, AND SHARING

This document represents the written, reviewed, and approved EOP, as indicated by the signatory page above. This document will be shared, as needed, with local emergency management officials, as well as with any community partners or other organizations that may use **CHURCH NAME** buildings.

PLAN IMPLEMENTATION & MAINTENANCE

TRAINING PERSONNEL ON PLAN & ROLES

At least once per calendar year, (RECOMMENDED) a meeting with essentially involved parties will take place to educate and review the EOP and reinforce their roles and responsibilities in the event of an emergency. Evacuation routes, and rally sites, will be revisited. Any relevant additional literature or information will be provided at this time.

These personnel will be able to access the plan for familiarization purposes, as they desire. Community partners²¹ who are members will be utilized when available to address any questions comments or concerns about the EOP that essential personnel may have.

Finally, necessary staff²² and ministry team members will be trained on an annual basis, (RECOMMENDED) by way of orientation lessons; digital resources; tabletop and walk-thru exercises; and through the use of periodic drills.

Training will be coordinated and conducted by **CHURCH NAME** Safety Coordinators and **CHURCH NAME** Staff, or the essential personnel they deem necessary. Community partners will be sought within the congregation to assist in these matters, where available. Training opportunities that are germane to EOP matters, available outside the church, will be sought out and encouraged for necessary stakeholder's enrichment and growth, in addition to in-house training.

REVIEWING, REVISING, & MAINTAINING THE PLAN

As emergency management and crisis mitigation approaches continue to evolve, this plan will be revised to adapt accordingly.

²¹ Such partners include, but are not limited to, law enforcement officers, federal agents, fire safety professionals, emergency managers, paramedics, EMTs, utility professional, building inspection professionals, medical professionals, or other individuals with additional training and knowledge of aspects which pertain to emergency management.

²² "Necessary staff and ministry team members" (RECOMMENDED) are deemed to be anyone who has oversight of others, either by way of title or employment status (all pastoral staff), as well as those who operate within a ministry structure that puts them in a position to lead or direct, such as young adult ministry, youth leaders, children's ministries (Elementary Pre-School, Toddlers, Infants) etc. This also includes those who coordinate or lead **CHURCH NAME** affiliated events that are beyond those which operate during normal weekly service times, within the buildings (such as worship team practices, a VBS, prayer groups, men's and women's ministry group meetings and events, etc.)

CHURCH & COMMUNITY RESOURCES CONTACT LIST

This portion of the EOP offers information about **CHURCH NAME** personnel that are germane to Emergency Management efforts, either by nature of their staff affiliation or leadership role, relative to the membership, general congregation, and the guests of the church.

Contact information is shared among these individuals and typical phone tree notifications processes will be implemented to share necessary information as needed.

It is followed by important information about community resources that may be necessary or useful in the event of, or in the aftermath of, an emergency.

You can populate this with whoever you deem is essential for notification within the Church in an emergency. Suggestions listed to get you started

- Lead Pastor
- Associate Pastor
- Business and Operations
- Facilities and Maintenance
- Other Delegates you deem vital

Front Office Staff:

- Admins Name Here

Lay Leadership:

- Safety Coordinator
- Asst. Safety Coordinator
- Medical Team Coordinator
- Ushers Leaders
- Children's Leader
- Youth
- Etc.

YOUR COMMUNITY RESOURCES

Police/Fire/EMS	911
LOCAL Police Non-Emergency	ADD NUMBER
City Emer. Mgt. Coordinator	ADD NUMBER
YOUR County Emergency Mgt.	ADD NUMBER
Fire Marshall	ADD NUMBER
Department of Public Works	ADD NUMBER
Poison Control Center	800-764-7661
Suicide Prevention Center	313-224-7000
Dept. of Human Services / Child Abuse	855-444-3911

WATER & SEWER DEPARTMENT	ADD NUMBER
DTE (Electrical)	800-477-4747
CONSUMERS ENERGY (Gas)	800-477-5050

These are not verified at the date this template was furnished. Please confirm

FUNCTIONAL ANNEXES

All that follows is to be customized to you, your needs, structure, policies, and standing practices. The specific details now populating these annexes were authored for another institution. The rolls enumerated may not fit your designated personnel or their team titles. The practices articulated may not fit your building. **THEY ARE IN HERE FOR EXAMPLES ONLY.**

It is up to you to change these accordingly.

Many of the guidelines for specific response, say to cardiac emergencies, fires, evacuation, weather, active violence, etc., are based upon common best practices in emergency response. Please use those precepts freely, if you wish, and/or tailor these annexes to your people and building, if these general guidelines work.

Universal Goals

APPENDIX A

APPENDIX A: Universal Goals

As stated in Part Four (p. 14), The ultimate and overarching goal for this EOP is to **provide a framework in which CHURCH NAME will give both attention and action to the preparation for, and prevention of, threats and hazards before their occurrence; protect all people and as much property as possible by taking measures to mitigate harm during critical incidents; and work diligently to respond accordingly to the needs of stakeholders and the efforts to rehabilitate and carry on as a Church in the Body of Christ after the event.**

It is the belief of the Core Planning Team these goals apply universally to every functional or threat- and hazard-specific annex that follows.

Goal Prior to Any Threat or Hazard Event

CHURCH NAME will endeavor to follow any reasonable measures to be awareness of, deter, prevent, report, and proactively prepare to respond for any and all, potential threats and hazards, identified in the EOP, as well as others that it may become aware of, outside of those listed herein. The goal is to maintain the safest and most secure environments and functions for the **CHURCH NAME** community of congregants, guests, and personnel, as absolutely possible.

For this, **CHURCH NAME** will provide and maintain this EOP, seek out beneficial supplemental resources, as well as offer safety orientation training sessions on an annual basis, or additionally as needed

Goal During Any Threat or Hazard Event

Understanding that actions, during an incident, may help to proactively mitigate or even head off the potential harm arising from a crisis situation, **CHURCH NAME**'s goal is to strive to perform the functions essential to optimum results, as listed in the functional and threat- and hazard-specific annexes.

Goal After Any Threat or Hazard Event

In the aftermath of a tragedy, catastrophe, or crises that befalls this church community, **CHURCH NAME** goal is to care for its effected congregation above all. The secondary goal is to restore damaged or compromised facilities and/or property, in order to return to serving its function as a church in the Body of Christ.

General Security & Safety Measures

(Objectives—*Before*)

APPENDIX B

APPENDIX B: General Security & Safety Measures (Objectives— Before)

CHURCH NAME will provide and maintain this EOP, seek out beneficial supplemental resources, as well as offer safety orientation training sessions on an annual basis,²³ or additionally as needed, in order to objectively work toward achievement of its goals prior to a critical event. Such training and orientation will be scheduled by the Safety Services Coordinator, and with respect to the calendar of events already booked at or involving the Church.

These measures seek to guide the personnel of **CHURCH NAME** toward the objective mindset of awareness, preparedness, and response options, as a matter of routine.

Church Staff:

Understanding that perceiving vulnerabilities, prior to an incident, will help proactively manage or even head off the emergence a crisis, **CHURCH NAME** staff, during the course of their daily employment with **CHURCH NAME**, will pay attention to things, such as the following:

- Physical facility and grounds, ensuring that the:
 - Property is clean and properly maintained.
 - Building is clean and properly maintained.
 - Mechanical systems are functional and properly maintained.
 - The emergence of apparent building/structural issues.
 - The emergence of apparent property/grounds issues.
 - Any and all deficiencies noted in items above are properly and expeditiously reported and addressed.

- Physical security / emergency infrastructural items, ensuring that:
 - Door locks and mechanisms are properly operational.
 - Window locks and mechanisms are properly operational.
 - Interior and exterior lights are functioning as needed.
 - Building intruder alarm system is functioning and monitored as expected.
 - Fire mitigation apparatus and alarms are audited yearly by qualified inspection professionals. Records should be maintained in appropriate file.
 - Fire pull stations and alarm heads are in place and not obviously damaged or tampered with.
 - Fire extinguishers are in place, and not obviously damaged or tampered with.
 - Closed Circuit Camera System is functional and recording as expected.
 - Exit signs are present and functional.
 - Smoke detectors, as required by local codes, are present and functional.
 - AEDs are present, with signage, and charged.

²³ As stipulated prior, such training will be required for “necessary staff and ministry team members, as defined in note 22.

- Any and all deficiencies noted in items above are properly and expeditiously reported and addressed.
- Church community issues, ensuring that:
 - Proper authorities are notified if threats, either perceived or actual, are received.
 - Proper authorities are notified if suspicious or potentially criminal behavior is suspected, or observed, within the church community, on the property, or in the local vicinity of **CHURCH NAME** buildings.
 - Proper authorities are notified if suspicious persons are observed, within the church community, on the property of **CHURCH NAME** at odd times of day, with no apparent business with to conduct with or at the church.
 - All graffiti, vandalism, threatening, or potentially anti-church communication, observed or received, is immediately reported.
 - Appropriate staff / lay leadership personnel are made aware of any potentially threatening individuals in the congregation.
 - Appropriate staff / lay leadership personnel are made aware of any potentially threatening individuals that may be of concern or a danger to people within the congregation, who may pose harm for that individual or the church community in part or as a whole (i.e., a dangerous domestic situation).
 - Appropriate information received of the present or potentially danger to the church community in part or as a whole is immediately reported.
 - Any suspected abuse, neglect, or harmful condition that is presently suspected, or known, is forwarded to the appropriate authority, such as law enforcement or Department of Human Services, (i.e., child abuse) immediately.

Safety Team Members:

Understanding that perceiving vulnerabilities, prior to an incident, will help proactively manage or even head off the emergence a crisis, **CHURCH NAME** Safety Team Members, during the course of their scheduled service duties to **CHURCH NAME**, will pay attention to things, such as the following:

- Conduct facility and grounds checks, ensuring that the:
 - Egress routes are unblocked and free of clutter that may impair evacuation.
 - Egress doors are not blocked by implements, debris, or snow that may impair evacuation.
 - Potential hazards with property are dealt with when possible (i.e., treating icy walkways).
 - Potential hazards with the building are dealt with if possible
 - If the above is not able to be dealt with at the time:
 - Isolate the area and adequate surrounding area from all traffic
 - Notify pastoral staff immediately
 - Notify 911 immediately, if the situation may pose immanent harm to people or property (i.e., downed wire, smell of natural gas, presence of smoke or flame).
 - Notify appropriate utilities if needed.

- Any maintenance, mechanical, property, or structural issues observed are immediately reported to appropriate staff and/or leadership personnel.
- Conduct physical security / emergency infrastructural checks, ensuring that:
 - Both pre and post duty rounds are conducted
 - Suspicious persons, vehicles, items, and packages are discovered well before services.
 - Door locks and mechanisms are properly operational.
 - Window locks and mechanisms are properly operational.
 - Interior and exterior lights are functioning as needed.
 - Evacuation lights in Children’s ministry areas are in place.
 - Fire pull stations and alarm heads are in place and not obviously damaged or tampered with.
 - Fire extinguishers are in place, properly charged, sealed, and not obviously damaged or tampered with.
 - Exit signs are present and functional.
 - AEDs are present, with signage, and charged.
 - Potentially hazardous water or electrical conditions are addressed or cordoned off.
 - Any and all deficiencies noted in items above are immediately reported to appropriate staff and/or leadership personnel.
- Church community issues, ensuring that:
 - Proper authorities are notified if threats, either perceived or actual, are received.
 - Proper authorities are notified if suspicious or potentially criminal behavior is suspected, or observed, within the church community, on the property, or in the local vicinity of **CHURCH NAME** buildings.
 - Proper authorities are notified if suspicious persons are observed, within the church community, on the property of **CHURCH NAME** at odd times of day, with no apparent business with to conduct with or at the church.
 - All graffiti, vandalism, threatening, or potentially anti-church communication, observed or received, is immediately reported.
 - Appropriate staff / lay leadership personnel are made aware of any potentially threatening individuals in the congregation.
 - Appropriate staff / lay leadership personnel are made aware of any potentially threatening individuals that may be of concern or a danger to people within the congregation, who may pose harm for that individual or the church community in part or as a whole (i.e., a dangerous domestic situation).
 - Appropriate information received of the present or potentially danger to the church community in part or as a whole is immediately reported.
 - Any suspected abuse, neglect, or harmful condition that is presently suspected, or known, is forwarded to the appropriate authority, such as law enforcement or Department of Human Services, (i.e., child abuse) immediately.

Team Leaders / Ministry Team Members:

Understanding that perceiving vulnerabilities, prior to an incident, will help proactively manage or even head off the emergence a crisis, **CHURCH NAME** Ministry Team Leaders and Members, during the course of their service duties to **CHURCH NAME**, will pay attention to things, such as the following:

- Conduct checks of their ministry space, ensuring that the:
 - Egress routes are unblocked and free of clutter that may impair evacuation.
 - Egress doors are not blocked by implements, debris, or snow that may impair evacuation.
 - Potential hazards within the ministry space are dealt with when possible.
 - If the above are not able to be dealt with at the time:
 - Isolate the area and adequate surrounding area from all traffic
 - Notify Safety Team or Staff member immediately.
 - Notify 911 immediately, if the situation may pose imminent harm to people or property (i.e. downed wire, smell of natural gas, presence of smoke or flame).
 - Suspicious items and packages are discovered well before services.
 - Door locks and mechanisms are properly operational.
 - Window locks and mechanisms are properly operational.
 - Interior and exterior lights are functioning as needed.
 - Evacuation lights in Children's ministry areas are in place.
 - Two-way radios are charged, and function checked with response from Safety Team (Channel 1).
 - Fire pull stations and alarm heads are in place and not obviously damaged or tampered with.
 - Fire extinguishers are in place, properly charged, sealed, and not obviously damaged or tampered with.
 - Any and all deficiencies noted in items above are immediately reported to Safety Team and/or leadership personnel.

- Church community issues, ensuring that:
 - Safety Team or Staff are notified if threats, either perceived or actual, are received.
 - Safety Team or Staff are notified if suspicious or potentially criminal behavior is suspected, or observed, within the church community, on the property, or in the local vicinity of **CHURCH NAME** buildings.
 - Safety Team or Staff are notified if suspicious persons are observed, within the church community, on the property of **CHURCH NAME** at odd times of day, with no apparent business with to conduct with or at the church.
 - All graffiti, vandalism, threatening, or potentially anti-church communication, observed or received, is immediately reported to Safety Team or Staff.
 - Safety Team or Staff are made aware of any potentially threatening individuals in the congregation.

- Safety Team or Staff are made aware of any potentially threatening individuals that may be of concern or a danger to people within the congregation, who may pose harm for that individual or the church community in part or as a whole (i.e., a dangerous domestic situation).
- Appropriate information received of the present or potential danger to the church community in part or as a whole is immediately reported to Safety Team or Staff.
- Any suspected abuse, neglect, or harmful condition that is presently suspected, or known, is forwarded to the Safety Team or Staff.

Roles & Responsibilities: Threat/Hazard Event (Objectives—*During*) **APPENDIX C**

APPENDIX C: Roles & Responsibilities: Threat/Hazard Event (Objectives – During)

Understanding that actions, during an incident, may help to proactively mitigate or even head off the harm potentially arising from a crisis, **CHURCH NAME** staff will strive to perform the functions and objectives essential to optimum results.

Incident Command System (ICS)²⁴

CHURCH NAME recognizes that Staff and Ministry Team Leaders will be first responders during an incident, until emergency services arrive. In a major emergency or disaster, **CHURCH NAME** may be damaged or need to be evacuated, people may be injured, and/or other incident management activities may need to be initiated. These activities must be organized and coordinated to ensure efficient incident management. **CHURCH NAME** will follow the basic principles of incident command and assume command until emergency responders arrive.

The lead Church staff official, or Safety Team Leader is responsible for activating the EOP, including common and specialized procedures as well as hazard-specific action plans.

It is imperative that the lead Church staff official is free to give guidance and direction to the congregation during a critical event. Thus . . .

Incident Commander

The highest level of available Safety Team leadership will assume the role of Incident Commander (IC) until someone more qualified arrives. The IC will direct Safety Team members, church staff, and ministry team personnel in accordance with this plan. Additionally, the IC will ensure that constant communication with the lead Church staff official is maintained throughout the event.

Due to their level of familiarization with this EOP and greater level of training for preparedness and response to emergencies, Safety Services/Team Leaders will direct the congregation in a potential or actual crisis, as feasible. However, understanding that the church community will naturally look to pastoral leaders for clarity, IC decisions and directions will be communicated through pastoral officials, where time permits.

Initial Response²⁵

Staff and ministry team leaders will most likely be first on the scene. These personnel are expected to take charge and manage the incident until it is resolved, or command is transferred to someone more qualified and/or to an emergency response agency with legal authority to assume

²⁴ Language guidance from FEMA, *Sample Childcare Emergency Operations Plan* (November 2011), 7.

²⁵ *Ibid.*, 7.

responsibility. Personnel will seek guidance and direction from local officials and seek technical assistance from State and Federal agencies and industry, where and when it is appropriate.

Roles and Responsibilities

Church Staff:

CHURCH NAME staff will strive to perform objectives essential to optimum results.

Non-Immanent Situations—Staff and Team Leaders

In general, non-immanent, situations, where time permits, Staff and Team Leaders should:

1. Report directly and immediately to assist your team members in dealing with the portion of the church community that your ministry coordinates:
 - a. **Lead Pastor or Developmental Pastor** with the main congregational body.
 - b. **Children’s Pastor or Leader** to Children’s areas.
 - c. **Youth Pastor** with Youth (Wednesday PM), or as directed by Lead Pastor otherwise.
 - d. **Pre-school and Nursery Team Leaders** to those rooms.
 - e. **AMEND/ADD AS NEEDED.**
2. Work to keep your team and those in your care as calm and as comfortable as possible.
3. Wait for further information and instruction.
4. Communicate with Safety Team personnel and give direction to your team as needed, consistent with this EOP.
5. Follow the instructions of Safety Team members as requested or directed.
 - a. Defer to Safety Team members in such circumstances.
 - i. It is appropriate to ask honest questions and offer suggestions.
 - b. Engaging in debate will cause panic and unnecessary stress to those in your care.
 - i. Safety Team members have access to training that you likely do not.
 - ii. Safety Team members are actively communicating with one another and have a level of situational awareness that you likely do not.
 - iii. Safety Team members, like you, have your safety as their highest priority.
6. In the absence of a Safety Team member, follow the instructions of pastoral Staff.
7. In the absence of either 4 or 5, you may be forced to make decisions, if the threat or hazard event begins to impose the likelihood of immanent harm to you, your team, and those in your care. Thus:
 - a. Understanding this EOP and its individual Annexes is important.
 - b. Attending safety orientations and training sessions, as scheduled, is vital.

Non-Immanent Situations—Safety Team

In general, non-immanent, situations, Safety Team member’s responsibilities will include the following:

1. On-duty Safety Team members will maintain their current building positioning, until relieved by another Safety Team member, or as directed by the on-site Incident Commander (IC).
2. Off-duty Safety Team members report directly and immediately to the Safety Team designate highest in the structure of Safety Team ministry leadership:
 - a. Church Safety Coordinator
 - b. Asst. Church Safety Coordinator
 - c. On-duty weekly Safety Team Leader
 - d. Off-duty weekly Safety Team Leader
3. The highest designation present at the time of the event will become responsible for direction and Incident Command.
 - a. IC will coordinate communication with emergency services, or necessary community resources.
 - b. IC will keep lead pastoral staff official immediately informed of further developments, and/or additional information.
4. All weekly team leaders will coordinate the efforts of Safety Team members, around the building, as directed by the presiding Safety Team designate.
5. Stand ready at the building position assigned by Safety Team designate and await more information.
6. Communicate between Staff and Ministry Team Leaders and Safety Team designate.
7. Report any issues or concerns that may arise in your area.
8. Check all surrounding areas, restrooms, etc., to ensure that all are accounted for and ready to move, if needed.
9. All Safety Team members will work to maintain order and calmness around the building.
10. All Safety Team members will remain fixed in a proper state of awareness, ready to implement contingencies in this EOP, as the situation develops, and conditions warrant.
11. All Safety Team members will be ready to clearly direct those in their area of attention and assist them execute the action plan that the situation calls for.

Crisis, Critical, or Emergency Situations—Staff and Team Leaders

In situations where time does not permit, and immanent harm is upon the building, or its people Staff and team leaders should consider the following.

1. Keep as calm as possible. Do not panic.
2. Call 911.
3. Look to Safety Team members for immediate direction.
4. Yield to their directions.
5. Help direct others around you in following those directions.
6. Assist children, the disabled, and elderly, as needed. Direct others around to help you.
7. Try to keep yourself and others as quiet as possible for the effective flow of communication.
8. If evacuation is ordered, work to facilitate and direct congregants or those in your ministry care to the designated exit.
9. Alert others to dangers that arise in the direction of your current course of action.

10. If a crisis arises and you have to make a decision, either due to the disabling of the Safety Team member, or at an event time where no Safety Team members are on-duty, remember that you have options for response.
 - a. Fortify—Actively take steps to barricade and secure your current space from an intruder or active assailant. (see actionable annex)
 - b. Flee—Get out of the path of danger, if safely possible. In the case of fire or active violence, get as far from the threat as you can, as fast as you can. Give simple directions to children and adults. RUN! GET OUT! THAT WAY! RUN TO THE HOUSES, TREES, ETC. (see actionable annex)
 - c. Fight—If your life is in immediate jeopardy from active aggression, and you cannot fortify or flee your current space, you have only one choice left for survival. Do whatever it takes to disable the attacker, violently if needed. (See actionable annex)

Crisis, Critical, or Emergency Situations—Safety Team Members

1. Keep as calm as possible. Do not panic.
2. Call 911.
3. Constantly scan the situation for new information and/or stimulus.
4. Stay in communication with other Safety Team members. Listen for new information from them. Alert them with what information comes to you.
5. Decide a course of action as the situation warrants.
6. Direct others around you in following your action plan.
7. Give simple, clear, and concise orders.
8. If some choose to not listen, do not stop for them. Do what is in the best interest for maximal survival of others.
9. Assist children, the disabled, and elderly, as needed. Direct others around to help.
10. Try to keep others as quiet as possible for the effective flow of communication.
11. If evacuation is ordered, work to facilitate and direct congregants to the designated exit and rally point.
12. Alert others to dangers that arise in the direction of your current course of action.
13. Make alterations to your course of action if new information arises that it is no longer advised.
14. Think on your feet.
15. Rely on your action planning, group training, and scenario visualizations and walk-throughs.

Recovery Plan

(Goals—*After*)

APPENDIX D

APPENDIX D: Recovery Plan (Objectives—After)

Recovery is the phase of emergency management that includes actions taken to return to a normal or an even safer situation following an emergency. This can range from resuming normal classroom activities to addressing the emotional strains that result from a traumatic experience.²⁶

Certain events may cause considerable building damage and require extended periods where **CHURCH NAME** is required to carry on without full use of its total properties.

Being unprepared to do so could result in the inability to carry out ministry and mission. Additionally, a lack of preparedness for weathering the aftermath of an event, or closure, can influence a lack of faith in the church, and may cause the church community (congregants and leaders) to seek other places to worship or minister.

Lead Pastor/ Pastoral Staff:

- Provide assistance to first response agencies as required.
- Maintain close cooperation with investigating authorities to facilitate completing investigations and minimizing complications
- Be visible, available, and supportive to staff and congregation.
- Dispel rumors through timely and transparent communication.
- Contact families of victims.
- Provide staff with next steps and guide them in moving forward.
- Assist staff and congregants in dealing with their own reactions.
- Implement plans for providing counselors, additional ministry services, and resources:
 - Short and long-term.
- Develop and maintain an information portal for communication and updates.
- Keep in close contact with injured victims and their families.
- Provide resources to parents/guardians, etc., to help deal with their children's reactions.
- Seek the help and support you need to both deal with the personal implications of the event and lead beyond it.

Closure of the Mourning Period and Moving Forward:

- Consult with staff regarding when an appropriate time would be to signal the closure of a mourning period.
- Conduct a Church-wide service/meeting to symbolize closure of the mourning period.
- Strive to return to worship/ministry schedule as soon as possible and begin move forward.

²⁶ State of Michigan *ALL-HAZARDS EMERGENCY OPERATIONS PLANNING GUIDANCE FOR SCHOOLS*—2014; 5-1.

Capture Lessons Learned:

- Conduct meetings with staff and ministry team personnel to review lessons learned from the experience and determine the adequacy of the safety plans based on the lessons.
- Update and edit the Plan as necessary.

Insurance:

CHURCH NAME will maintain proper insurance coverages on its total properties.

Extent of Damages:

- **CHURCH NAME** Pastoral leadership will ensure that insurance carrier is contacted immediately.
- Upon the advice of community emergency resources, insurance personnel, and structural professionals, restrictions for building use will be obtained and strictly adhered to.
- Once the extent of damage is known, and anticipated timeframes for recovery come into focus, leadership should be prepared to communicate a comprehensive recovery management plan to the congregation. The plan will explain the following:
 - What took place.
 - What the extent of damages are known to be
 - What the anticipated impact will be, and for how long.
 - How the Church has prepared for such an event.
 - How the Church will react to such an event.
 - How the Church weather such an event.

Media:

In the aftermath of a catastrophe or severe emergency effecting the Church, media may seek comment. Information or commentary will be made by the Lead Pastor or his designee. All requests should be directed accordingly.

Communication:

Communication will be vital to the confidence and integrity of the Church, in the aftermath of a crisis. Leadership will provide comprehensive and consistent updates on the steps and efforts being taken to restore ministry services and operations of the Church, throughout the recovery process. Communication will be via all relevant channels, by the Lead Pastor or his designee.

Business Infrastructure:

If central offices need to be reestablished, temporary office setups should be done as soon as possible:

- Phone lines, internet connectivity, and proper electrical will be established as needed.
- Temporary office furniture will be rented or leased if needed.

- Technological equipment, such as printers, copiers, faxes, will be arranged for rental or lease, as soon as possible.
 - Storage solutions will be established as necessary.
- Necessary Church data files, financial records, property records, and personnel records, will be maintained in back-up form, off-site, by appropriate staff.
 - This may include maintaining copies of files off site, or over a verified secure cloud-based option.
- Financial access back up options should be maintained off-site
 - Keep backup credit card and physical checks secure.
 - This will help maintain access to financial vehicles during recovery and ensure prompt access to relocation and restoration services from contractors and vendors.

Shelter in Place Plan

APPENDIX E

APPENDIX E: Shelter-in-Place Plan

A shelter-in-place event is one in which persons are required to remain in the building, because it is safer inside than out.²⁷ This may be, given the uniqueness of every situation, for prolonged periods, and require movement to rooms in the facility that provide for more security from external harmful agents. In certain situations, such as a chemical spill nearby, authorities may direct congregants to rooms on higher or lower portions of the building, or to rooms with no exterior windows, if they exist.

Shelter-in-Place seeks to use the physical structure of the building as protection from known or potential threats or hazards that are extant or immediately expected to arise, due to conditions outside the building.

Action Steps:

During a Shelter-in-Place:

1. Remain in, or immediately return to your designated meeting spot (Kids room, Youth sanctuary, etc.).
2. Continue ministry or activities as usual, unless instructed otherwise, if possible.
3. Keep doors and windows closed and locked.
4. Maintain building integrity as closely as possible.
5. Avoid entry and egress, except as advised, or allowed by emergency responders.
6. Keep congregants calm and comfortable.
7. Reassure parents that kids are OK and *vice versa*.
8. Be ready to move to another part of the facility or evacuate if instructed.
9. Await further instructions.

Responsibilities:

Safety Ministry Team Leader:

- Decide the need to shelter-in-place when notified by local authorities or weather alert.
- Will assume role of Incident Commander (IC).
- Notify the lead pastoral staff official.
- Coordinate and maintain communication efforts with external authorities, such as police and fire, for updates, guidance, etc.,
- Keep the lead pastor staff official informed immediately of any and all updates, etc.
- Direct the positioning and efforts of on-duty safety team members to assist in monitoring building entry and exit points to ensure facility integrity as much as possible.
- Maintain leadership calmness, necessary firmness, and communication.

Lead Pastoral Staff Official:

- Lead and direct the congregation in movement around the building, consistent with the requests of the IC.

²⁷ FEMA, *Guide for . . . Worship*, 19.

- and communicate with people as to the matter at hand, the rationale for current action steps, and offer reassurances that all staff are working to maintain their safety and comfort.
- Direct pastoral staff to lead or assist ministry team leaders, in any way needed, throughout the duration of the event.
- Maintain leadership calmness, necessary firmness, and communication.

Prevention Efforts for Active Violence

APPENDIX F

APPENDIX F: Prevention Efforts for Active Violence

Appendix F1 and F2 focus on the issue of active violence, first from the mindset of awareness and preparedness, then giving attention for response.

Identifying Potentially Violent Behavior

The Interagency Security Committee (Dept. of Homeland Security and other Federal agencies) recognizes there is no profile for an active shooter.²⁸ However, the examination of prior offenders suggests that they may demonstrate concerning pre-attack behaviors that, if identified, can assist in preventing a potentially tragic event.

In nearly a third of active shooter cases, concerning behavior was observed by others, including: family, friends, teachers, etc.²⁹ The behaviors were typically classified as “odd” or “bizarre” statements, personality changes, disciplinary issues arising, depression, and experiencing significant loss (real or perceived) in the weeks prior to the event, such as break up, a death, job loss, etc.

Other factors included, evolution of a personal grievance, insinuations of violence, threats, and a contextually strange interest in explosives and weapons and training with them.³⁰

Nearly a fifth of the subjects demonstrated stalking or harassing behavior prior to the perpetration of an attack. Many of these had a tie to a current or former romantic relationship within the venue.³¹ This behavior may take the form of written communication, electronic communication, telephone, and may even extend to targets outside the direct relationship, such as family and friends of the relationship.³² Often times, the “target” friends, or family were followed and/or noticed property damage prior to the attack.³³

To reiterate the prior point, the FBI’s Behavioral Analysis Unit, among others, acknowledge that the recognition of such factors, or other behavioral indicators could prove beneficial as a method of preparation and could lead to a disruption of a violent plot before the attack can occur.³⁴

Threat Assessment Efforts

While no formal Threat Assessment Team is being convened, it will be the responsibility of pastoral staff and ministry team leadership to communicate with one another about the

²⁸ Interagency Security Committee, *Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practices Guide* (Washington DC: November 2015), 8.

²⁹ Ibid., 9.

³⁰ Ibid.

³¹ Ibid.

³² Ibid.

³³ Ibid.

³⁴ Frederick Calhoun and Stephen Weston, *Contemporary Threat Management: A Practical Guide for Identifying, Assessing, and Managing Individuals of Violent Intent* (San Diego, CA: Specialized Training Services, 2003).

development, or observance, of concerning behaviors in individuals connected to the congregation. This will be done at the earliest, appropriate moment.

In the event a developing threat is identified, it will be the responsibility of a representative of the pastoral staff to report the matter local law enforcement. Accurate and timely reporting is instrumental in the intervention of an evolving threat, and potentially preventing a tragic event.

Additionally, communication with Safety Team leadership and effected ministry leaders will occur without hesitation.

When in doubt, any staff member with present or growing concern about an individual's potentiality as a threat is to be immediately reported to the lead pastoral official.

Training and Exercises

Preparations for responding to active violence at **CHURCH NAME** will be a normal part of the safety orientation and continued training of staff, ministry personnel, and Safety Team members.

Options Based Responses to Active Violence

APPENDIX G

APPENDIX G: Options-Based Responses to Active Violence

In 2013, Federal authorities provided guidance to the matter of active violence response, by recommending the adoption of options-based plans.

They cautioned, “There is no single answer for what to do, but a survival mindset can increase the odds of survival,” before going on to recommend, “There are three basic options . . . You can run away from the shooter, seek a secure place where you can hide and/or deny the shooter access, or incapacitate the shooter to survive and protect others from harm.”³⁵

Thus, **CHURCH NAME** supports the wisdom that, “No single response fits all *active [assailant] situations*; however, making sure each individual knows his or her options for response and can act decisively will save valuable time.”³⁶

In the face of immanent harm or death, **CHURCH NAME** staff and ministry team leaders/members should gather as much information as possible from Safety Team members about appropriate action. In the event you are forced to decide a course of action, remember the Three “F’s”: FLEE, FORTIFY, or FIGHT.

As such an event unfolds, it very likely may demand that more than one of these responses needs to be employed.

FLEE THE AREA

- If it is safer to get out of the area than stay, order others to GET OUT! GO! RUN! NOW!
- In an active shooter/violence event, take pause before evacuating if the location of the shooter/assailant is not known.³⁷
- Use an exit accessible to congregants and children, such as a window that can be opened or broken, if typical routes are not safe.
- It may not be feasible to do so in an orderly fashion, such as getting kids to line up.
- There may be too little time to give thorough direction. Use quick and clear commands and gestures. RUN! THAT WAY! TO THOSE HOUSES! HIDE IN THE TREES! Or something to that extent.
- If others refuse to leave with you, do not stay behind.
- Call 911 as soon as it is safe to do so.
- As soon as you are to a safe place, work to gather and account for all children, or dependent adults.

³⁵ *Guide for Developing High-Quality School Emergency Operations Plans* (Washington D. C., 2013), 63. The Agencies noted as contributors to this document are Dept. of Education, Dept. of Health and Human Services, Dept. of Homeland Security, Dept. of Justice, FBI., and FEMA. This is echoed in FEMA, *Guide for. . .Worship*, 29.

³⁶ FEMA, *Guide for. . .Worship*, 28.

³⁷ International Association of Chiefs of Police and Dept. of Justice: Bureau of Justice Assistance, *Guide for Preventing and Responding to School Violence—Second Edition*, 24.

- Let first responders, or responsible church officials know where you are. Remain there, until help comes to you.

FORTIFY YOUR SPACE

- If fleeing is not a safe option, small groups or individuals may be able to conceal themselves and hide out from an assailant.
- Larger groups, or classes, will need to go into a lockdown condition, using the space they are in.
- Actively FORTIFY your lockdown position, making it as impenetrable as possible.
- Utilize door locks, where available.
- Use whatever implements you can to additionally barricade the door, such as belts, extension cords, furniture, etc.
- Look for objects that may be used as weapons to disable an attacker if the fortification is breached.
- Close and lock windows.
- Silence all electronic devices.
- Turn off lights.
- Remain as silent as possible.
- Begin to make preparations to get out of your fortified space, if it is being breached by the assailant, such as breaking out and fleeing through windows.
- However, DO NOT LEAVE a secured position, during an active threat, unless such position is compromised, even if the fire alarm is activated.
- Hide along the wall closest to the exit but out of the view from the hallway (allowing for an ambush of the shooter and for possible escape if the shooter enters the room).³⁸
- DO NOT OPEN THE DOOR to anyone but verified Law Enforcement.
-

FIGHT FOR YOUR LIFE

- When fleeing is not an option, your fortified position is no longer able to keep the assailant out, or you are faced with an attacker in the open, you can either resign yourself to dying, or resolve to fight for your life.
- Studies show that potential victim can be effective in stopping attackers and ending active violence before Law Enforcement arrives.³⁹
- Capable individuals should do whatever is in their present ability to disrupt the actions and attention of the attacker.
- Use whatever implements are in your environment to attack the assailant. Swinging or throwing things like chairs, fire extinguishers, blunt objects, can be effective.
- Used complete aggression and unreserved force.
- Commit to the survival of yourself and those in your care.
- Refuse to give up.

³⁸ FEMA, *Guide for . . . Worship*, 30.

³⁹ Blair, J. Pete and M. Hunter Martaindale. 2010. United States Active Shooter Events from 2000 to 2010: Training and Equipment Implications. San Marcos, TX: Texas State University. <http://alerrt.org/files/research/ActiveShooterEvents.pdf>.

- If the attacker enters the room and allows space to flee, GET OUT!
- If you cannot get out, the fight is not over, until the attacker is completely subdued, or disabled to a point that eliminates them as an active threat.
- If the attacker is separated from their weapon. Place it in a trash can or similar container where it is secure as best you can. DO NOT ATTEMPT TO MANIPULATE OR UNLOAD IT.

WHEN LAW ENFORCEMENT ARRIVES

- DO NOT RUN TO POLICE RESPONDERS WITH WEAPONS IN YOUR HANDS.
- If you secured a weapon in a container, hold the container above your head, and do not place your hands inside. Notify police and comply with their orders.
- Understand that police may not have identified and eliminated or disabled the attacker, when you encounter them. So . . .
 - Always display empty hands stretched to the side, when you encounter police.
 - Expect the police to give you, loud, firm orders, such as “get your hands over your head,” or “get on the ground.”
 - Do not argue or interfere with their efforts.
- The primary objective of Law Enforcement is to put an end to the assailant’s ability to continue inflicting violence.
- Until that is achieved, rendering aid to the injured, searching for loved ones, or addressing your needs is not within their present ability.
- Follow any and all Law Enforcement commands at the scene.
- Give officers any and all information about where the subject is, what they look like, etc.

Safety Team

APPENDIX H

APPENDIX H: Safety Team

Understanding that emergency preparedness is not a focus on singular sort of event, **CHURCH NAME** will establish, assemble, and maintain a team of selected individual that will operate as situational leaders in actual or potential crisis situations.

The team's focus will be ensuring the safest environment possible for the church community by way of awareness, preparedness, and response to any and all potential threats and hazards identified and discussed in this EOP.

The Team will actively work toward awareness through early understanding, identification, recognition, and reporting of potential threats and hazards. They will take proactive measures to prepare for leadership and timely direction in the face of such threats and hazards. Finally, they will train at responding swiftly, proficiently, and capably during a crisis, to aid with the church community in mitigating threats and hazards that are upon **CHURCH NAME**.

- A **Safety Services Coordinator (SSC)**, assigned by the Lead Pastor, will be responsible for:
 - Intimately learning and maintaining familiarity with the EOP, its action plans, and expectations of personnel in all aspects of the Church, relative to emergency response in a crisis.
 - Assuming direction of all emergency response efforts during situations that arise, if present.
 - **CHURCH NAME** Emergency Operations Plan oversight and maintenance.
 - Offering guidance to the EOP Collaborative Planning Team.
 - Church-wide safety and emergency planning and response efforts.
 - Assembling a Safety Team to serve the needs of Church on a regular basis.
 - Naming an Assistant Safety Services Coordinator and Safety Team Leaders
 - Establishing safety protocols that are believed to be most beneficial to the safety of the congregation.
 - Provide guidance to the entire church community as it relates to safety—awareness, preparedness, and response.
 - Oversight of general Safety Team issues, budgets, procedures, training, standards, and equipment.
 - Maintaining a superior level of personal and leadership awareness about the best practices established through the guidance of federal, state, and local, authority emergency management agencies, as they apply to safety, security, and emergency management in general, and specifically, places of worship.
 - Implementing such guidance into practical measures that will positively affect the overall safety of the Church.
 - Maintain communication with other **CHURCH NAME** leadership and staff in a timely manner, as to any pertinent matters that may help, or hinder, leadership and team response in emergencies.
 - Train and orient necessary personnel of the church community in this EOP and the options, expectations, roles, and responsibilities before, during, and after a crisis.

- Operate as a regularly rotated Safety Team leader.
 - Be able to carry out all functions and expectations of a Safety Team leader.
 - Be able to carry out all functions and expectations of a Safety Team member.
 - Meet and maintain qualifications and training expectations for any and all aspects of Safety Team service.
- The **Assistant Safety Services Coordinator (ASSC)**, assigned by the Safety Services Coordinator, will be responsible for:
- Intimately learning and maintaining familiarity with the EOP, its action plans, and expectations of personnel in all aspects of the Church, relative to emergency response in a crisis.
 - Assuming direction of all emergency response efforts during situations that arise, if present, and/or in the absence of the SSC.
 - **CHURCH NAME** Emergency Operations Plan oversight and maintenance support.
 - Offering guidance to the EOP Collaborative Planning Team.
 - Church-wide safety and emergency planning and response efforts, in the absence of the SSC.
 - Offer assistance to the SSC in all aspects listed as responsibilities of the SSC.
 - Assume leadership for **CHURCH NAME** in all aspects listed as responsibilities of the SSC, in his absence.
 - Maintaining a significant level of personal and leadership awareness about the best practices established through the guidance of federal, state, and local, authority emergency management agencies, as they apply to safety, security, and emergency management in general, and specifically, places of worship.
 - Implementing such guidance into practical measures that will positively affect the overall safety of the Church.
 - Maintain communication with other **CHURCH NAME** leadership and staff in a timely manner, as to any pertinent matters that may help, or hinder, leadership and team response in emergencies.
 - Train and orient necessary personnel of the church community in this EOP and the options, expectations, roles, and responsibilities before, during, and after a crisis.
 - Operate as a regularly rotated Safety Team leader.
 - Be able to carry out all functions and expectations of a Safety Team leader.
 - Be able to carry out all functions and expectations of a Safety Team member.
 - Meet and maintain qualifications and training expectations for any and all aspects of Safety Team service.
 - Strive to develop the mindsets and skills necessary to maintain composure and survival determination, while leading others in the face of unfolding danger, violence, and uncertainty during a crisis.
- **Safety Team Leaders** will:

- Intimately learn and maintain familiarity with this EOP, its action plans, and expectations of personnel in all aspects of the Church, relative to emergency response in a crisis.
 - Be scheduled and present for every regularly scheduled service time, and special events, where necessary. (One team leader for each service).
 - Ensure another Safety Team leader will cover you if you need to miss a scheduled service rotation.
 - Immediately notify SSC/ASSC if emergency prohibits you from making scheduled service coverage.
 - Assume direction of all emergency response efforts during situations that arise, if present, and/or in the absence of the SSC or ASSC.
 - Maintaining a heightened level of personal and leadership awareness about the best practices established through the guidance of federal, state, and local, authority emergency management agencies, as they apply to safety, security, and emergency management in general, and specifically, places of worship.
 - Implementing such guidance into practical measures that will positively affect the overall safety of the Church.
 - Provide leadership communication and direction for emergency response during a crisis.
 - Participate in Safety Team leadership meetings as required.
 - Provide guidance on nominations for new Safety Team members.
 - Oversee the positioning, rotation, and efforts of Safety Team members assigned to teams, based on scheduled team rotations.
 - Ensure that Safety Team standards of service are being maintained by team members.
 - Assign out and collect back necessary equipment for service, including Flashlights, Lanyards, 2-way radios, building master keys.
 - Be able to carry out all functions and expectations of a Safety Team member.
 - Meet and maintain qualifications and training expectations for any and all aspects of Safety Team service.
 - Strive to develop the mindsets and skills necessary to maintain composure and survival determination, while leading others in the face of unfolding danger, violence, and uncertainty during a crisis.
- **Safety Team Members will:**
- Be scheduled and present for regularly scheduled service times, and special events, where necessary. (Teams rotate weekly).
 - Ensure another Safety Team member will cover you if you need to miss a scheduled service rotation, unless Safety Team leader approves the shortage.
 - Immediately notify Team leader if emergency prohibits you from making scheduled service coverage.
 - Intimately learn and maintain familiarity with the EOP, its action plans, and expectations of personnel in all aspects of the Church, relative to emergency response in a crisis.
 - Provide leadership communication and assume direction for emergency response for the vicinity around the position to which you are assigned during a crisis.

- Participate in Safety Team meetings as required.
- Ensure that Safety Team standards of service are being personally maintained.
- Be able to carry out all functions and expectations of a Safety Team member.
- Meet and maintain qualifications and training expectations for any and all aspects of Safety Team service.
- Strive to develop the mindsets and skills necessary to maintain composure and survival determination, while leading others in the face of unfolding danger, violence, and uncertainty during a crisis.

Roles and responsibilities for specific circumstances are found with throughout this EOP.

Safety Team members will carry significant responsibility for leadership decisions and directions if a critical situation emerges. Therefore, qualifications for this service include, but may not be limited to, the following:

- Will be an official member of **CHURCH NAME**
- Will demonstrate consistent and predictably even and appropriate temperament.
- Will regularly display a confident, competent, capable and courteous presence.
- Will demonstrate Godly character.
- Will communicate effectively, professionally, and appropriately for various situations.
- Will be an asset to the furtherance of the Safety Team objective.
- Will be capable of handling the duties and potential responsibilities of a Safety Team member in an emergency.

Nominations:

Safety Team service is based on nomination, rather than sign-up. Potential candidates for nomination are made by Safety Team Leaders to the SSC, or ASSC. These candidates are cleared as eligible for consideration through the Lead Pastor. Those eligible for consideration will be thoroughly discussed by Safety Team leadership to see if they meet the qualifications above. If the candidate is known to meet the qualifications and there are no extant reservations about their service, they will be formally nominated for the Team.

A letter will be sent from the SSC informing the nominee of their nomination and invite them to become a part of the safety services structure of **CHURCH NAME**.

Start of Service:

All members will be fully oriented with safety services goals and objectives, as well as the EOP, and expectations prior to service. Initial training will be provided, as well as two full rotations of “on the job” shadowing, with SSC or ASSC, prior to being placed in a regular team rotation.

Continuation of Service:

All members will consistently demonstrate their eligibility to the team service, by displaying a commitment to the responsibilities and adherence to the expectations that reflects an appreciation for the significance of their service. Members will:

- Maintain the standards and expectations given them, while serving on team duty.
- Consistently arrive on time for assigned duty.
- Consistently dress appropriately for assigned duty.

- Consistently display an emotional and physical readiness to serve.
- Maintain appropriately levels of awareness throughout their service times.
- Maintain assigned positioning throughout their service times.
- Demonstrate that they are seeking to gain deeper understanding of safety and emergency management through sharing resources, engaging in Safety Team forums, and seeking out additional training opportunities, seminars, classes, or conferences.
- Maintain personal growth and continued spiritual formation.
- Demonstrate appropriate behavior, presence, and temperament.

Evacuation Plan

APPENDIX I

APPENDIX I: Evacuation Plan

Evacuation may be necessary in some threat or hazard situations, where staying in, or around, the building is no longer safe.

Action Steps:

1. Use the most immediate route to exit the facility, unless that route is inaccessible, or puts them in immediate harm.
2. Consult evacuation steps in each room.
3. If the most immediate route is unsafe, the closest, safest, alternative route, is to be used.
4. Remain orderly, calm, and move in a quick and safe manner.
5. In the face of an imminent crisis, such as active violence, leave belongings behind.

Responsibilities:

Based on the threat or hazard, any staff member, Safety Team member, ministry team leader or adult ministry member is empowered to identify the need to leave the building (if inside) or the property (if outside):

- Call 911
- Identify evacuation routes and nearest safe locations.
- Communicate evacuation route and nearest safe locations those around you.
- Identify the need for the assistance of children, the disabled, or the elderly.
- Get such assistance.
- Those in children's areas should gather supplied evacuation lights and two radios.
- Leave the building.

Safety Team/ Church Staff:

- Call 911
- Assist children, the disabled, and the elderly get out of the building and to safety.
- Ensure that all rooms, closets, or spaces are clear of individuals before leaving yourself.
- If situation permits, shut off utilities and secure facility.
- Ensure all children have evacuated the room
- Have ministry team leaders or workers account for all children at the evacuation site.
- Assist ministry team leaders or workers reunite children with parents.
- and release children only to known parent or guardian.

Parents and Children:

- Follow directions out of the building and to evacuation sites.
- Parents should expect that children in other parts of the building are already being evacuated (or, in the case of active violence, fortified in lockdown positions), thus they should not run to retrieve kids, or any other family members. This will create a chaotic environment that will work to inhibit the safe egress of everyone.
- Verify reunification with your child to a designated children's ministry leader before leaving the property to ensure that all are safe and accounted for.

THREAT / HAZARD-SPECIFIC ANNEXES

ACTION PLANS

All that follows is to be customized to you, your needs, structure, policies, and standing practices. The specific details now populating these annexes were authored for another institution. The rolls enumerated may not fit your designated personnel or their team titles. The practices articulated may not fit your building. THE FOLLOWING IS PROVIDED AS EXAMPLE ONLY. It is up to you to change these accordingly.

Many of the guidelines for specific response, say to cardiac emergencies, fires, evacuation, weather, active violence, etc., are based upon common best practices in emergency response. Please use those precepts freely, if you wish, and/or tailor these annexes to your people and building, if these general guidelines work.

Fire Emergencies

APPENDIX J

APPENDIX J: Fire Emergencies

Visually Detection of Smoke

1. Note location within the building where the smoke is coming from.
2. Advise a Safety Team member or pastoral staff official of the situation immediately.

Detection of a Fire:

1. Activate the closest manual fire pull box.
2. Announce verbally FIRE! FIRE! FIRE!
3. CALL 911 as soon as it is safe to do so.
4. If the fire is beyond the point of safely extinguishing it, isolate the fire by
5. Closing doors in the area, after others have evacuated them.
6. Evacuate the entire building promptly. (See Evacuations Appendix I).
7. Do not use the elevator.
8. If the fire can be extinguished with an extinguisher, without risking injury to yourself and others, attempt to extinguish the fire with the closest unit.
9. Do not wait to order evacuation, to see if extinguishing efforts are successful.
10. If extinguisher is used, notify church staff so it can be recharged/replaced.

Further Staff / Leader / Safety Team Responsibilities:

11. Remain Calm
12. Give loud, concise directions. Be direct, firm and calm.
13. Do not use or allow use of the elevator.
14. Direct evacuation by the nearest exit, unless unsafe to do so.
15. Tell people to walk quickly. "Do not run."
16. If you encounter smoke or heat in a stairwell, proceed to the alternate stairwell and continue evacuation to ground level.
17. Assist disabled persons, small children, and the elderly in your area.
18. If you encounter smoke, take short breaths through your nose and crawl along the floor to the nearest exit. Direct other to do likewise when necessary.
19. Feel all doors with your hand before opening. If the door is hot, do not open it.
20. If the door is cool, open it slowly. Stay behind the door, in case of in-rushing smoke or fire.
21. Proceed outdoors as soon as you can.
22. Ensure building is evacuated, as best possible.
23. Move others upwind of the building to a safe distance.
24. Keep others out of emergency vehicle arrival lanes.
25. Assist fire fighters in locating utilities.
26. Go to your designated assembly area (if possible).
27. Keep people from leaving in automobiles or attempting to move them from the parking lot. This will hinder access by emergency vehicles.
28. Do not allow reentry to building, until fire officials give clearance.
29. Verify that all are safe and accounted for.

Fire Drills & Training:

- Safety Team members will train at regular intervals for fires and building evacuations.
- Pastoral staff, team leaders, and necessary care workers will be trained and updated on fire and evacuation procedures annually.
- Conduct a minimum of one evacuation/ fire simulation drill per year, on a predetermined date, consistent with the full awareness of the Lead Pastor and consideration to specific church events.

Severe Weather/Tornadoes

APPENDIX K

APPENDIX K: Sever Weather / Tornadoes

The National Weather Service has developed a method of identifying storm conditions that foster the development of tornadoes. The classification and definitions of storm conditions are:

Tornado Watch and Tornado Warning:

A “**tornado watch**” indicates that weather conditions are favorable for the development of tornadoes. The “watch areas” are usually large geographic areas, covering many counties or even states that could be affected by severe weather conditions including tornadoes.

In the event of a tornado watch being issued:

1. Safety Team will constantly monitor the weather alerts in case the watch is upgraded.
2. Safety Team Leader will tune 2-way radio to NOAA Channel 8.
3. Safety Team Leader will notify pastoral staff officials and ministry team leaders.
4. All ministry leaders should return with their classes to their assigned rooms, and carry on with lessons or activities as normal.
5. Keep an eye to the outside conditions and be prepared for further instructions.

A “**tornado warning**” is an alert issued by the National Weather Service after a tornado has been detected by radar or sighted by weather watchers or by the public. The National Weather Service provides the approximate time of detection, the location of the storm and the direction of movement. A tornado can move from 25 to 40 miles per hour so prompt emergency action must be taken.

In the event a tornado warning is issued:

1. Safety Team will constantly monitor the weather alerts for guidance and changes.
2. Safety Team Leader will tune 2-way radio to NOAA Channel 8.
3. Safety Team will notify pastoral staff officials and ministry team leaders.
4. Remain calm.
5. Take evacuation light and 2-way radio if your room is equipped.
6. Move everyone to your room’s designated shelter area immediately, as directed.
7. Close doors and stay away from windows.
8. Move quickly, but do not run.
9. Do not use elevators.
10. Assist disabled persons, young children and the elderly in your area.
11. Wait in the shelter area until the warning has been lifted.

Tornado Safety Basics:

1. At the first sign of severe weather, all those outside will get inside as soon as possible.
2. Move away from windows.
3. If you have time, close any window blinds or shades to help prevent flying glass and debris—the most common cause of injury during a storm.
4. Get to the lowest floor possible.

5. Stay clear from under large expanses of unsupported ceiling.
 - a. Sanctuary shelter should be along interior walls only.
6. Move to interior rooms away from windows.
7. If in an interior hallway, stay away from windows, crouch down as low as possible.
8. Do not use elevators during tornado warnings.
9. If moving to a safer location in the building is not possible, get under a desk or table in an interior office, closet, etc.
10. Protect your face and head
11. Stay where you are until an “all clear” signal is given by a church official.

Outdoor Events:

1. Any outdoor activities should be suspended if thunderstorms threaten, or lightning is present.
2. If outdoors, and if all possible, move indoors to an interior room.
3. If moving indoors is not possible, take cover near objects that are low and securely anchored to the ground, such as culverts or low retaining wall.
4. Avoid sheltering near metal objects, such as sheds, or fences.
5. Avoid open fields and open water. If you are caught in an open area stay close to the ground, but do not lay prone.

Power Outages & Utility Concerns

APPENDIX L

APPENDIX L: Power Outages & Utility Concerns

Power Outages:

In the event of a building wide power outage, scheduled events, activities, and/or services will be suspended. Due to the reliance of other building safety features on power, the building will be cleared, unless it is unsafe to do so, because of an external threat or hazard, such as a chemical spill, police situation, or severe weather. As soon as that threat or hazard is cleared, the building will be also.

If a power outage is prolonged and localized to only a specific room in the building, congregants will be moved to locations that are not affected, until the matter can be diagnosed by a qualified individual. If the matter is easily resolved, such as a tripped circuit, congregants can reoccupy the space affected, as long as it is safe to do so.

Before an Outage:

- First Aid Kits will be maintained.
- On-Duty Safety Team members will be assigned a flashlight, with the expectation that they carry it for the duration of their service.
- Additional batteries will be kept with Safety Team supplies.
- Each Children's Ministry location (Pre-School, Nursery) will be supplied with an outlet charged evacuation/power outage light.
- These lights will activate when the power is disrupted and can be used as a handheld flashlight if unplugged.

During an Outage:

- Avoid the use of candles, or any other flame source, for light.
- Remain Calm.
- Safety Team members will remain at their positions and confirm the well-being of those in their portion of the building.
- Safety Team members will continue to stay alert and give appropriate attention to keeping an eye to other potential threats or hazards that may present themselves, such as signs of smoke or fire, intruders, etc.
- During day light hours, prop doors to get as much light into the sanctuaries as possible.
- Safety Team Leader will immediately consult with the presiding pastoral official as to the nature of the outage and the existence of any external conditions that may make clearing the building ill-advised (storms, police situations, etc.).
- Presiding pastoral official will ask people to gather their belongings and dismiss all services.
- Any congregants without family in other parts of the building should be directed to leave the interior as soon as they can.
- Empty the building through typical egress routes to avoid confusion, injury, etc.
- Assist the elderly, young children, and disabled individuals as needed.
- Parents will be directed to calmly move toward Children's Ministry areas to retrieve their youngsters.

- Children’s Ministry teams will conduct an orderly and systematic release of kids, after verifying they are reunited with their parent or guardian.
- If an imminent hazard arises in the building, during dismissal, such as a fire, do not wait for reunification with parents. Evacuate your space as soon as possible, via your designated evacuation route. Reunification will then take place at your rally point.
- After the building is dismissed, Safety Team Members will thoroughly check all spaces to ensure that no one is left inside, or that any other unsafe condition is present within.
- Upon verifying the building is completely empty and safe, it will be locked before the property is vacated.

Natural Gas Related Concerns:

A Natural gas line leak may be identified by:

SIGHT: Dirt or water blowing up from the ground may indicate a natural gas leak.

SOUND: Natural gas leaks may have a loud, high-pitched whistle or roar.

SMELL: A strong odor of natural gas can indicate unburned fuel in the air.⁴⁰

- The smell of natural gas could be the sign of a serious unsafe condition.
- CALL 911 If the odor of natural gas is present in or around the building.
- Avoid the use of any flame source, such as candles, lighters, matches, etc.
- Safety Team Leader will immediately notify presiding pastoral official.
- The building will be evacuated, unless it is deemed unsafe to do so.
- “Even the smallest flame or spark can cause a natural gas explosion. Avoid turning electrical equipment or devices on or off in the vicinity of a leak. Sparks can come from some unexpected sources, so be vigilant.”⁴¹
- If it is believed there is a gas leak within the building or in direct proximity to it, turn off two-way radios, cell phones, pagers, etc.⁴²
- Avoid using light switches (either off or on).
- Be alert for others who may try to use cell phones, light cigarettes, etc. Prohibit them from doing so.

⁴⁰ Peoples Natural Gas; accessed <https://www.peoples-gas.com/all-about-gas/safety/pipeline/emergency-plan.php>.

⁴¹ Culver Media, *First Responders Beware—Gas Safety Slide Show* (2014) 3.

⁴² Ibid.

Church Transportation

APPENDIX M

APPENDIX M: Church Transportation

*See Transportation Policy Document for further information. Church owned vehicles will be maintained in accordance with this policy. So too, will all those authorized to transport on behalf of **CHURCH NAME** operate vehicles in accordance with it.*

In the event of an accident:

- If possible, maneuver the vehicle out of traffic and to a safe space.
- CALL 911 (Even if there are no injuries)
- Check the well-being of all passengers and help them out of the vehicle if they are in danger, such as a vehicle fire or other situation where jeopardy is imminent.
- Get all passengers to a safe place, off the roadway, and away from hazards.
- If you are near or on the roadway, put on reflective safety vest before exiting the vehicle, unless you are in immediate danger.
- Put out emergency signal implements, such as flares, or reflective devices. If it is safe to do so.
- Render first aid to those in need.
- DO NOT MOVE INJURED if the vehicle is in an otherwise safe place and condition.
- Only move the injured if absolutely necessary, due to imminent danger presented by staying in the vehicle, or to perform CPR.
- Contact Lead Pastor or his designee immediately.
- Remain at the scene until police arrive, unless the accident is so minor you are told to go to the police station.
- Do not provide passenger information to anyone but reporting/responding police officers or medical personnel treating the injured.
- Church Staff will begin notification process for parents as needed.

In the event of a disabled vehicle:

- If possible, maneuver the vehicle out of traffic and to a safe space, like a parking lot, or rest area.
- CALL 911 if you cannot get the vehicle completely and safely OFF the roadway.
- Check the well-being of all passengers and help them out of the vehicle if they are in danger, such as a vehicle stuck on any part of the roadway.
- Get all passengers to a safe place, completely off the roadway, including shoulders and easements, and well away from traffic.
- If weather conditions necessitate shelter, but the vehicle is not safe as such, get passengers to nearest shelter. Utilize emergency services, not strangers, to assist, if necessary.
- If you are near, or on, the roadway, put on reflective safety vest before exiting the vehicle.
- Put out emergency signal implements, such as flares, or reflective devices. If it is safe to do so.
- Contact Lead Pastor or his designee immediately.
- Church Staff will begin notification process for parents, alternate transportation, as needed.

Potential Explosives & Bomb Threats

APPENDIX N

APPENDIX N: Potential Explosives & Bomb Threats

Explosive devices have been utilized by active assailants and terrorists in a number of events.

General Guidelines:

Suspicious Packages—

- All staff will pay attention for suspicious packages or items left in or around Church property. Suspicious packages or letters may:
 - Contain no return address.
 - Contain restrictive language such as, “for certain eyes only,” or “confidential;”
 - Be addressed to a title, rather than a person (i.e. “pastor”)
 - Show oil stains, liquid discoloration.
 - Have excessive tape, strings.
 - Appear rigid and/or bulky, lopsided or uneven.
 - Smell odd.
 - Mailed from foreign country or an address that does not match the postmark.
- Handle as little as possible, or at all.
- Do not shake, bump it, open or otherwise touch it.
- Isolate it immediately.
- Notify leadership.
- Any suspicious packages or deliveries will be reported to the police as soon as possible.

Service Pre-Checks—

- Safety Team members will thoroughly check open spaces of the entire Church, prior to each service.
- Ministry Team workers will check the confined spaces of their ministry room prior to each service.
- Any suspicious packages or items will be reported as soon as located.
- Be sure to include looking under chairs or tables and into trashcans.
- If suspicious items are located, **DO NOT ATTEMPT TO MOVE THEM.**
- Notify 911.
- Notify Safety Team or Pastoral Staff official immediately.
- Clear the area quickly and to a safe distance.

If a bomb threat to the Church is received:

1. Notify a Safety Team member or Pastor Staff official, immediately.
2. Make notification directly, verbally, and discretely. **DO NOT YELL IT OUT.**
3. Cease use of 2-way radios and all cellular devices immediately.
4. **CALL 911.**
5. Conduct systematic search of all areas, noting any suspicious items located.
6. If found, isolate and do not touch it.
7. Clear the area.

8. An **emergency evacuation** will be conducted if deemed necessary.
9. If evacuation is called, direct parents to meet children at designated safe distance rally points for reunification.

Risk Value for Bomb Threats⁴³:

High risk threats are direct, specific, and realistic and appear to pose an immediate danger to safety.

1. Callers identify themselves.
2. Identifies a specific target by name.
3. Suggests they have been taking specific steps toward the attack, watching the building, or certain people.

Medium risk threats are those with an increased level of realism, while not entirely realistic.

1. Threat is more direct and more feasible.
2. Wording conveys the subject has given some thought to the matter and possibly carrying it out.
3. There could indications of a possible place and time.
4. Lacking strong indications the subject planned actual steps, but there could be indirect references pointing to that possibility.
5. Indication the subject has details regarding the availability of components needed to construct a bomb.
6. Increased conviction to the threat: “I’m serious!” or “I really mean this!”

Low risk threats lack realism and pose minimum risk to safety.

1. Threat is vague and indirect.
2. Threat is inconsistent, lacking detail, and seemingly implausible.
3. The caller has called numerous times and may even be known.
4. The threat was made by a young child and there is laughter in the background.

If a bomb threat is received via phone:

- If possible, record it.
- Signal another to listen in.
- Take notes.
- Complete as much as the Bomb Threat Checklist, as possible, while the caller is on the line or as soon as possible after the appropriate persons have been notified. ***See following page.***
- Keep the caller on the line and talking as much as you can.
- Be Calm and professional.
- Listen carefully for every detail.
- Do not interrupt.
- Ask appropriate questions for more information: Why us? When? Where?
- **As soon as caller disconnects, notify leadership**
- **CALL 911**

⁴³ Adapted from Michigan *ALL-HAZARDS GUIDANCE*, B-9/10.

BOMB THREAT CALL CHECKLIST

BE CALM, BE COURTEOUS, LISTEN, DO NOT INTERRUPT.

Exact time of call: _____ Exact words of caller: _____

Live Call Time: _____

Message Call Time: _____

QUESTIONS TO ASK THE CALLER:

1. When is the bomb going to explode? _____ a.m. p.m.
2. Where is the bomb? _____
3. What does it look like? _____
4. What kind of bomb is it? _____
5. What will cause it to explode? _____
6. Did you place the bomb? Yes No
7. Why? _____
8. Where are you calling from? _____
9. What is your address? _____
10. What is your name? _____

BACKGROUD SOUNDS

- | | |
|-------------------------------------|-----------------------|
| ___ Street noises | ___ Factory Machinery |
| ___ Booth | ___ Animal Noises |
| ___ Voices | ___ Clear |
| ___ PA system | ___ Static |
| ___ Music | ___ House noises |
| ___ Long distance | ___ Local call |
| ___ Office machinery | ___ Motor |
| Other: _____ | |
| Use back of form to describe sounds | |

THREAT LANGUAGE

- | |
|-------------------------------------|
| ___ Well spoken
(educated) |
| ___ Incoherent |
| ___ Taped |
| ___ Foul Mouthed |
| ___ Irrational |
| ___ Message read
by threat maker |

CALLER'S VOICE

Sex _____

Age _____

Accent _____

Circle if applicable:

Normal

Calm

Slow

Crying

Slurred

Stutter

Deep

Loud

Broken

Sincere

Giggling

Angry

Rapid

Stressed

Nasal

Lisp

Excited

Disguised

Squeaky

If voice is familiar? Who did it sound like? _____

Person receiving call: _____

Telephone number call received at: _____ Date: _____

Sick, Ill, or Injured Persons

APPENDIX O

APPENDIX O: Sick, Ill, or Injured Persons

In the event of a medical situation:

1. Call 911, if it is an emergency.
2. Contact Safety Team personnel immediately
3. Make sure the scene is safe from hazards before approaching the victim or attempting to render aid.
4. If the victim is unconscious summon someone to get the AED
5. **CALL 911**—Stay on the line as long as they need you to, or until medical first response arrives.
6. Do not attempt to move the individual, unless they are in immediate jeopardy, due to hazardous conditions.
7. Attempt to clear the room of onlookers, not actively assisting in aid, where possible.
8. Attempt to summon medical personnel in the congregation, such as MD's, RN's or Paramedics.
9. Safety Team or staff members certified in CPR and/or First Aid should be summoned to assist.
10. Treat minor injuries from supplies in the first aid kits.
11. Send a Safety Team member or responsible adult outside to flag down emergency responders.
12. Have EMS access the building through the door closest to the victim.

When Medical Responders Arrive:

- Yield the situation to their leadership.
- Stay close! Be prepared to assist them as they require.

Presiding church pastoral official:

1. Make notification to parents, guardian, or next of kin, if they are not present at the time.
2. Refrain from speculating about diagnosis or extent of injuries.
3. Inform what happened, what was done, and what facility their family member was transported to.
4. Follow-up as needed.

Safety Team Leader will submit an incident report.

SEE ALSO CARDIO EMERGENCY RESPONSE PLAN in the following section (Appendix P) for AED information and locations.

Cardiac Response Plan

APPENDIX P

APPENDIX P: Cardiac Emergency Response Plan

General Guidelines:

- **CHURCH NAME** will maintain an Automated External Defibrillators (AED) on property.
- Battery level will be checked prior to each service where the Safety Team is utilized, by the Safety Team, during pre-check cycle. Issues will be reported if observed.
- AED be centrally located and readily accessible for deployment in a Cardiac Emergency situation
- AEDs will not be locked in any office or be stored in a location that is not easily and quickly accessible during events, activities, and/or the normal services of **CHURCH NAME**.

Cardiac Emergency Response⁴⁴:

Early recognition and action is crucial to successfully treating a cardiac arrest. In the event a person collapses, do not move the patient unless the scene is unsafe.

1. Early Recognition of cardiac arrest

- Person is not moving, or is unresponsive or unconscious
- Person is not breathing or not breathing normally (irregular breaths, gasping or gurgling, not breathing)
- Seizure or convulsion-like activity may also occur
- Person may have just received a blunt blow to the chest

2. Early call to 911 and Alert within the Church

- Call 911 as soon as a potentially life-threatening event is recognized
- Notify Safety Team member immediately
- Safety Team will attempt to summon medical personnel in the congregation, such as MD's, RN's or Paramedics.
- Safety Team or staff members certified in CPR and/or First Aid should be summoned to assist.
- Direct someone to get the AED.
- Ensure that 911 has been summoned.

3. Early CPR

- If CPR/AED trained, **BEGIN CPR/AED** as per standard training; have the defibrillator (AED) brought to the scene immediately.
- If not CPR/AED trained, **begin Hands-Only CPR** until the CPR trained response team or a responder arrives.
 - Press hard and fast in center of chest

⁴⁴ Guidance taken from *Michigan Alliance for Prevention of Sudden Cardiac Death of the Young* (MAP-SCDY), June 2014.

- The 911 operator may give you directions for CPR and AED use

4. Early Defibrillation

- When the AED arrives, attach pads to patient, using the following AED instructions.
- The AED will ONLY deliver a shock if it is needed
- if NO shock is needed, NO shock is delivered
- Continue CPR until patient is responsive or EMS responder arrives (OK as is)

Transition care to EMS upon their arrival, to provide advanced life support

Safety Team Leader/Church Staff:

- Confirm that 911 was called, if not do so.
- Assign a Safety Team member or staff member to direct EMS to the scene.
- Perform “Crowd Control” – directing others away from the scene
- Copy the patient’s emergency information for EMS, if possible.

AED Location Information

First Floor – example: North-east building, main lobby, east wall, next to elevator doors.

Second Floor – example: North/south hall, off main lobby, on the western wall.

Active Violence / Active Assailant

APPENDIX Q

APPENDIX Q: Active Violence / Active Assailant

Active violence can take on various forms. Recent events have demonstrated that active violence is not just limited to shooters, but can include vehicles, cutting implements, and other objects as weapons. Therefore, while this action plan (and the nearly identical functional annex APPENDIX G) would apply to active shooters and gunmen, it should not be limited to just that focus.

You Have Options:

- One-size responses do not fit all.
- Use whatever options work toward the maximum survival of all.
- Remember the Three F's: FLEE, FIGHT, FORTIFY
- No one option is the best in every single situation.
- As events unfolds, it very likely may demand that more than one of these responses needs to be employed.

FLEE THE AREA

- If it is safer to get out of the area than stay, order others to GET OUT! GO! RUN! NOW!
- In an active shooter/violence event, take pause before evacuating if the location of the shooter/assailant is not known.⁴⁵
- Use an exit accessible to congregants and children, such as a window that can be opened or broken, if typical routes are not safe.
- It may not be feasible to do so in an orderly fashion, such as getting kids to line up.
- There may be too little time to give thorough direction. Use quick and clear commands and gestures. RUN! THAT WAY! TO THOSE HOUSES! HIDE IN THE TREES! Or something to that extent.
- If others refuse to leave with you, do not stay behind.
- Call 911 as soon as it is safe to do so.
- As soon as you are to a safe place, work to gather and account for all children, or dependent adults.
- Let first responders, or responsible church officials know where you are. Remain there, until help comes to you.

FORTIFY YOUR SPACE

- If fleeing is not a safe option, small groups or individuals may be able to conceal themselves and hide out from an assailant.
- Larger groups, or classes, will need to go in to a lockdown condition, using the space they are in.
- Actively FORTIFY your lockdown position, making it as impenetrable as possible.
- Utilize door locks, where available.

⁴⁵ International Association of Chiefs of Police and Dept. of Justice: Bureau of Justice Assistance, *Guide for Preventing and Responding to School Violence—Second Edition*, 24.

- Use whatever implements you can to additionally barricade the door, such as belts, extension cords, furniture, etc.
- Close and lock windows.
- Silence all electronic devices.
- Turn off lights.
- Remain as silent as possible.
- Begin to make preparations to get out of your fortified space, if it is being breached by the assailant, such as breaking out and fleeing through windows.
- Hide along the wall closest to the exit but out of the view from the hallway (allowing for an ambush of the shooter and for possible escape if the shooter enters the room).⁴⁶
- Remain in place until given an all clear by identifiable law enforcement.

FIGHT FOR YOUR LIFE

- When fleeing is not an option, your fortified position is no longer able to keep the assailant out, or you are faced with an attacker in the open, you can either resign yourself to dying, or resolve to fight for your life.
- Studies show that potential victim can be effective in stopping attackers and ending active violence before Law Enforcement arrives.⁴⁷
- Capable individuals should do whatever is in their present ability to disrupt the actions and attention of the attacker.
- Use whatever implements are in your environment to attack the assailant. Swinging or throwing things like chairs, fire extinguishers, blunt objects, can be effective.
- Used complete aggression and unreserved force.
- Commit to the survival of yourself and those in your care.
- Refuse to give up.
- If the attacker enters the room and allows space to flee, GET OUT!
- If you cannot get out, the fight is not over, until the attacker is completely subdued, or disabled to a point that eliminates them as an active threat.
- If the attacker is separated from their weapon. Place it in a trash can or similar container where it is secure as best you can. DO NOT ATTEMPT TO MANIPULATE OR UNLOAD IT.

WHEN LAW ENFORCEMENT ARRIVES

- DO NOT RUN TO POLICE RESPONDERS WITH WEAPONS IN YOUR HANDS.
- If you secured a weapon in a container, hold the container above your head, and do not place your hands inside. Notify police and comply with their orders.
- Understand that police may not have identified and eliminated or disabled the attacker, when you encounter them. So . . .
 - Always display empty hands stretched to the side, when you encounter police.

⁴⁶ FEMA, *Guide for . . . Worship*, 30.

⁴⁷ Blair, J. Pete and M. Hunter Martaindale. 2010. United States Active Shooter Events from 2000 to 2010: Training and Equipment Implications. San Marcos, TX: Texas State University.
<http://alerrt.org/files/research/ActiveShooterEvents.pdf>.

- Expect the police to give you, loud, firm orders, such as “get your hands over your head,” or “get on the ground.”
- Do not argue or interfere with their efforts.
- The primary objective of Law Enforcement is to put an end to the assailant’s ability to continue inflicting violence.
- Until that is achieved, rendering aid to the injured, searching for loved ones, or addressing your needs is not within their present ability.
- Follow any and all Law Enforcement commands at the scene.
- Give officers any and all information about where the subject is, what they look like, etc.

Disruptive Individuals

APPENDIX R

APPENDIX R: Disruptive Individuals

The goal of coordinated agitators is to upset the delivery of the Church's message with a counter message. Most instances of this sort of are upsetting and antagonistic, but many times such behavior poses no physical threat to people or property.

Additionally, disruptive persons may appear at the Church who have no intent of coordinated disruption but may become unruly due to an agitated mental state, intoxication, or being under the influence of narcotics.

Physically engaging disruptive people should be an absolute last resort and used only if physical intervention is deemed necessary to prevent inevitable injury and or harm to individuals in the congregation.

In the Event of a Service Disruption:

1. Call 911.
2. Remain calm.
3. Move congregants from the vicinity around the disruptive individual(s).
4. Safety Team members will have children ministry classes return to and/or remain in their rooms, and shelter-in-place to await further instructions (See APPENDIX E).
5. Safety Team members on-duty will maintain their posts, to assist children in those areas if options based responses to active aggression become necessary.
6. The Safety Team Leader, and non-scheduled Safety Team members in the sanctuary will deal with the individual (s) with pastoral staff assistance in close proximity.
7. Firmly and professionally advice the individual(s) that their conduct is out of line, and they are no longer welcome at the church.
8. Presiding pastoral official or Safety Team member will advise them that they are no longer allowed to remain in/on our premises.
9. If, after thorough verbal warning, they refuse to leave, soft, empty hand contact gestures may be attempted, such as placing an open hand on the back of the shoulder and saying, "please, the door is this way."
10. If such measures appear to inflame the individual, cease doing so.
11. Safety Team members, deacons, and pastoral staff will attempt to escort the parties from the sanctuary in a firm and professional manner, but without physical force, dragging, shoving, pulling, carrying, etc.
12. At all times, the individual(s) will be closely monitored for developing signs of aggression, growing hostility, or potential violence.
13. Do not engage disruptors in verbal debates, arguments, etc.
14. Plan on video/audio recorders being present.
15. Plan on passive observers supporting the active participant(s).
16. As long as the individual(s) is/are not posing a direct threat to harm people, wait for police response, if physical removal is required.
17. If they pose an actual threat to life or the physical well-being of the church congregation, intervene only the level necessary to prevent harm to others.
18. Physical intervention will never be used punitively or with intent to harm the disruptor(s).

19. Obtain and provide detailed physical descriptions, clothing, and vehicle information, for the police.
20. Keep an eye on the person(s) as long as possible to inform police. Give last know direction of travel if they are out of sight.

Property Crimes

APPENDIX S

APPENDIX S: Property Crimes

The emergence of crimes against Church property may signal that greater potential threats to the Church are possible, or even immanent. In the interest of maintaining the safest environment possible and ensuring the uninterrupted continuation of church-related services and ministry, **CHURCH NAME** will endeavor to be always proactive in its efforts to deter crimes against its properties.

See also General Security and Safety Measures (APPENDIX B).

General Guidelines:

- All properties and premises of **CHURCH NAME** will be kept in a functional, well-groomed state.
- Building landscaping will be kept in neat and manicured condition. Any excessive growth will be removed or cut back to prevent concealment from natural surveillance, or the creation of excessive shadowing at night.
- Landscape that conceals windows or doors, or that allows roof access, should be eliminated, or trimmed back, so that the window or door is adequately exposed.
- All Church buildings, out-buildings, and sheds will be kept locked while not in use.
- **CHURCH NAME** will maintain a functional and monitored building central alarm system.
- **CHURCH NAME** will maintain a functional camera video system with the capability to review recently past events.

Lighting:

- All exterior lights will be monitored for proper operation and, if found to be in a non-working condition, will be tended to as soon as possible.
- Using timers or light-sensitive switches should be used during overnight hours to give the illusion someone is working in the church.

Vehicles:

- All Church vehicles will be locked when not in use.
- All Church vehicles in long-term parking will be locked and parked as close as possible to the view of the adjacent roadway (Ryan or 27 Mile Rd, respectively).
- While not always possible, overnight parking by those attending off-site, overnight Church events, like retreats, conferences, trips, should be avoided.

Reporting:

- Any and all crimes committed on or against the property of **CHURCH NAME** will be reported to local police, as soon as possible.
- Any damage that is suspected to be the result of a crime, or attempted crime, will be reported to local police, as soon as possible.
- Photographs should be taken and saved.
- The matter should be documented on a Safety Team report form, with the corresponding police report number listed on it.

Valuables:

- All valuable equipment should be stored in locked interior rooms, out of view from those looking into exterior windows, where feasible.
- Securing of offerings, and the later counting of them, should be done in the view of at least two people, or in a camera monitored room.
- All collections will be stored in a safe until taken to the bank.

Property crimes, such as, graffiti and vandalism, may hint at greater potential threats. Therefore, even if they are easily cleaned or removed, they will be immediately photographed and left for police to observe.

Chemical or HazMat Events

APPENDIX T

APPENDIX T: Chemical or HazMat Events

CHURCH NAME will not store known qualified Hazardous Materials in any form. Any chemicals (cleaning supplies and such) stored on site, will be kept in quantities typically for home or small facility custodial use. Other harsher chemicals, such as weed killer, fuels, mineral spirits, acids, etc. will be stored in locked out buildings. No chemicals will be stored in bulk quantities.

Notification of a Hazardous Materials or Chemical release event, in the area, will generally be made to Church personnel by emergency officials. Therefore:

- Gather as much information as possible.
- Ask their advice on what action to take, be it shelter in place, evacuate, etc.
- Be prepared to act on that immediately.
- Notify pastoral officials and Safety Team Leader
- Be prepared to disable the HVAC system if it is advised.
- Maintain contact with emergency officials for updates and advice.
- If advised to shelter in place, take active measures to seal gaps in doors with wet clothing, duct tape, etc.

If the chemical discharge is internal:

- Remove people from the vicinity of the spill.
- Have them hold their breath and cover their eyes as best they can while doing so.
- Safety Team members will cordon off the area as required to keep people from the spill.
- Avoid walking in or touching the chemical without proper personal protective equipment.
- If the chemical is a known cleaning agent that can be cleaned up by custodial personnel, contact them to assist.
- Get as much fresh air into the area as possible but avoid blowing fumes into unaffected areas or people.
- CALL 911 if the spill cannot be cleaned with common cleaning tools, such as mops, brooms, towels, and water dilution, or without causing irritation, dizziness, or physical effects, to those attempting to do so
- CALL 911 if the chemical or source of the spill is unknown.

Earthquakes

APPENDIX U

APPENDIX U: Earthquakes

Although rare, and typically very mild, earthquakes have been felt in the region of Southeast Michigan. Thus, given there is a potential, albeit slight, risk from earthquake events, the following guidance⁴⁸ may be applicable if **CHURCH NAME** is impacted.

During an Earthquake:

Inside—

- Remain inside.
- Stay where you are until the shaking stops.
- Doorways do not provide protection from falling or flying objects.
- Drop to hands and knees to maintain balance.
- Cover head and neck with your arms to protect yourself from falling debris.
- Crawl for additional cover under a sturdy desk or table.
- Low furniture or interior wall or corner may provide additional cover.
- Stay away from glass, windows, outside doors and walls,
- Avoid anything that could fall, such as light fixtures or furniture.
- People who use wheelchairs or other mobility devices should lock their wheels and remain seated until the shaking stops.
- Protect your head and neck with your arms, a pillow, a book, or whatever is available.

Outside—

- Move away from buildings, streetlights, and utility wires.
- Stay in the open
- “Drop, Cover, and Hold On.”
- Stay there until the shaking stops.
- If you cannot avoid falling debris, duck inside.

Moving Vehicle—

- Stop as quickly and safely as possible
- Stay in the vehicle.
- Avoid stopping near or under buildings, trees, overpasses, and utility wires.
- Proceed cautiously once the earthquake has stopped.
- Avoid potentially damaged roads, bridges, or ramps.

After an Earthquake:

- When the shaking stops, look around. If there is a clear path to safety, leave the building and go to an open space away from damaged areas.

⁴⁸ Adapted from “Earthquakes,” at *Ready—Prepare, Plan, Stay Informed*; <https://www.ready.gov/earthquakes>.

- If you are trapped, do not move about or kick up dust.
- If you have a cell phone with you, use it to call or text for help.
- Tap on a pipe or wall or use a whistle, if you have one, so that rescuers can locate you.
- Once safe, monitor local news reports via battery operated radio, TV, social media, and cell phone text alerts for emergency information and instructions.
- Be prepared to “Drop, Cover, and Hold on” in the likely event of aftershocks.
- Listen to Local Officials

Building and Property Photos

It would be best to add your building maps and aerial photos here. Also, add pictures and locations for utility shut off and other necessary apparatus that could be useful for emergency responders.

