

CHURCH SAFETY - SECURITY AND EMERGENCY PLANNING

Sponsored by Disaster Relief Unit of the
Men on Mission Department of the
Kentucky Baptist Convention

2009

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POWERPOINT PRESENTATION

CHURCH SAFETY- SECURITY AND EMERGENCY PLANNING

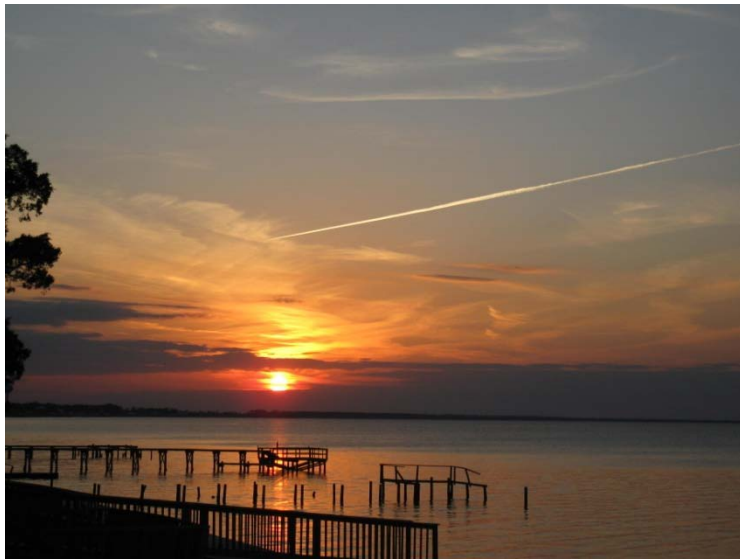
Sponsored by Disaster Relief Unit of the
Men on Mission Department of the Kentucky
Baptist Convention

2009

BOB PERKINS

- ◉ Chief of Campus Safety and Security at Southern Baptist Theological Seminary
- ◉ 23 years in state and local law enforcement
- ◉ Retired December 2000
- ◉ 15 years as a detective
- ◉ Certified instructor with National Safety Council - Defensive Driving
- ◉ Member of:
 - ◉ ASIS - American Society of Industrial Security
 - ◉ IACLEA - International Association of Campus Law Enforcement Administrators
 - ◉ Infragard - partnership between business-FBI-Homeland Security
 - ◉ Church Security Network
 - ◉ Church Security Alliance

CHURCH SAFETY, SECURITY & EMERGENCY PLANNING



- ◉ We do not claim to be experts in this program- we only are sharing our experience and training
- ◉ We are not going to place metal detectors in our churches
- ◉ We want to help train our “shepherds” who provide these services
- ◉ Safety and security is an act of faith

SCRIPTURES

- ◉ Nehemiah 4:16-22

...Workers rebuilding the wall of Jerusalem both carried swords and spears, sounded their trumpets in the face of danger and knew that God would protect them throughout the night

- ◉ Psalm 122: 6-7

...We are to come and worship, feel safe and be at peace within our walls

- ◉ Psalm 4:8

...In God's peace we can dwell in safety

- ◉ Acts 20: 28-31

...teaches us that we need to watch be alert over our "flocks"

- ◉ Isaiah 39: 5-8

...Hezekiah failed to keep King David's dynasty intact, he allowed it to be taken over by the Babylonians

- ◉ Proverbs 1:33

.....listen to the Lord and he will keep you from evil

- ◉ Job 11: 18-20

...tells us we are to feel safe and secure and those who want to harm will fail

- ◉ Ezekiel 33: 1-9

...Ezekiel was appointed to watch over Israel and to sound his trumpet if someone was to bring harm...and if someone did not protect himself, then his own blood is on his own hands

- ◉ James 1:5-8

...if any of us lacks knowledge or wisdom, we only need to ask God who will give generously

TRAINING TOPICS

- ◉ Background checks
- ◉ Bomb threats/suspicious packages
- ◉ Carrying weapons in church
- ◉ Church vehicles and drivers
- ◉ Developing a safety team
- ◉ Electronic security
- ◉ Emergency plans
- ◉ Foreign travel
- ◉ Intelligence
- ◉ Medical plans
- ◉ Physical security
- ◉ Policies and procedures
- ◉ Protecting our children
- ◉ Protecting your finances
- ◉ Relationships with your local law enforcement, fire departments and EMS
- ◉ Risk management
- ◉ Terrorisms/protestors
- ◉ Violence
- ◉ Self-surveys

EXPERIENCED MINDS



10 THINGS EVERY CHURCH SHOULD KNOW

- ◉ It can happen to your church or school
- ◉ Determine your risks
- ◉ Crime is increasing across America; there are more than 1.4M violent crimes yearly, nearly 270,000 abducted children, 1.5 arsons & millions of medical emergencies
- ◉ No matter the size of a church-you need a plan
- ◉ No church or school is immune
- ◉ You must have a good relationship with your local law enforcement
- ◉ You should conduct background checks on every volunteer and paid employee
- ◉ Every church has liability [civil]
- ◉ You must have written policies, procedures and plans
- ◉ NEVER compromise your church values with “heavy-handed” policies

RISK MANAGEMENT

- ◉ Due diligence [also know as due care] is defined as the effort made by an ordinary prudent or reasonable party to avoid harm to another party. Failure to make this effort may be considered negligence
- ◉ Risk management [old saying] - never spend more to protect something than it is worth losing
- ◉ You must balance cost vs risks
- ◉ Manage risks by accepting, transferring, controlling and avoiding

SHOULD YOUR CHURCH START A SAFETY-SECURITY-EMERGENCY PLANNING COMMITTEE

- ◉ Do your homework. Talk with local law enforcement, fire departments, EMS, your insurance carriers, other churches, search data on church related crimes, look at the changing of your own community.
- ◉ Pray

SAFETY COMMITTEE/ SECURITY TEAM

- ◉ Advertise and seek applicants from your church
- ◉ They should have been a member for at least a year
- ◉ Do a complete background check
- ◉ This person should have experience in some areas of law enforcement, EMS, security/safety/risk management, supervisory skills, writing skills, able to handle stress etc...
- ◉ Safety committee will be responsible for;
 - Identify problems within all areas of safety/security/risk management
 - Recommend a budget to their church
 - Write policies & procedures
 - Purchase equipment if necessary such as radios, alarm systems, CCTV systems, 1st Aid equipment etc..
 - Handle all training, schedule staff for events and patrolling
 - Keep abreast of all latest trends in security & safety and how they may be applicable to their church

SAFETY COMMITTEE/ SECURITY TEAM [CONTINUED]

- ◉ Evaluate your church's risks
- ◉ Develop plans, policies and procedures
- ◉ Develop reports, documents, budgets etc..
- ◉ Establish training for security personnel, contract security or police
- ◉ Establish a good relationship with your local law enforcement, fire departments and EMS
- ◉ Select equipment
- ◉ Assign personnel [security] for services and events



ELECTRONIC BACKGROUND INVESTIGATIONS

- ◉ Types of checks: MVR's, Social Security number trace [to verify names used and addresses], warrant checks, sexual offender data, criminal offenses - state and federal, civil suits - state and federal, educational degrees, books/articles/written publications
- ◉ Must have a signed waiver
- ◉ You must be consistent in the different "levels" of checks
- ◉ Know of "pre & post" letters
- ◉ Recommend on all volunteers and employees
- ◉ Have written policy which would include how often, who and who has access to results
- ◉ Guidelines are subject to FCRA, EEOC, ADA

BACKGROUNDS CONTINUED

- ◉ Never be satisfied with only electronic background investigations; you must check references, past employment and other listed information
- ◉ Know the “point” system on MVR’s, should conduct yearly
- ◉ You must be discreet on results
- ◉ Not as costly as you may think
- ◉ Firms can “hand-check” different court records if requested

PHYSICAL SECURITY - BUILDINGS

- ◉ In any physical security plan, you want to evaluate your surroundings. Identify your problem, discuss how to correct and take appropriate action.
- ◉ “Layer” your different types of security measures, i.e. CCTV, security systems, locks, landscaping etc...
- ◉ Locks - what types, high security “key-way”, who has keys to your buildings
- ◉ locks cont: do they meet NFPA codes, areas that are locked during worship service-child care-preschool- secretary etc..
- ◉ Key control - who has keys, inventories, access, electronic key control boxes,
- ◉ Window locks; proper latches, pinned, fire exits,

PHYSICAL SECURITY - LIGHTING

○ Parking lots

- On sensors or timers
- Do you have “blind spots”
- Type of lights - high sodium or white lighting
- Do your members feel safe when walking after dark

○ Indoor lighting

- Do you leave on certain lights
- Do you use timers

PHYSICAL SECURITY - LANDSCAPING

- You can use landscaping to help build “barriers”
- Do not have large landscape shrubs/trees/plants that persons can hide to commit crime on others or enter your buildings
- Can be used to place outdoor lighting for better illumination

K-9 PROTECTION



PHYSICAL SECURITY - CCTV [CLOSED CIRCUIT TELEVISION]

○ I.P. Digital

- Currently the best on the market
- Images are stored on a network computer or server that be reviewed or copied onto a disc
- Can be part of a central fire/security/CCTV system
- Get the sharpest and clearest images
- Different cameras can be placed on “motion” or “timers”
- Analog CCTV is becoming outdated and are not any less expensive
- Allows you to review

PHYSICAL SECURITY - SECURITY ALARMS

- Can be used for
 - Exterior doors
 - High security interior areas such as where money is kept, important records, safes, etc..
 - Child care area
 - Panic alarms for female employees or childcare

PHYSICAL SECURITY - FIRE ALARM SYSTEMS

- Work closely with your local fire department to
 - Keep your church in compliance with NFPA codes
 - Practice evacuations; who can account for persons who are in your buildings or church
 - Know evacuation routes for fire
 - “Point I.D.” systems can pin-point exact location of alarm
 - Who monitors your fire alarm system
 - Have written policies/guidelines on open flames
 - Make sure you have the appropriate number/types of fire extinguishers, proper locations and training
 - U.S. Fire Administration data: 30% of church fires are mechanical failures, of these-65% do not have smoke/heat detectors, 96% have no sprinkler systems
 - New or updated fire alarm systems may not reduce your insurance premiums, but, they will certainly help reduce future cost on premiums

PHYSICAL SECURITY - FINANCES

- ◉ Who can sign checks or make bank transfers?
- ◉ Who balances your checks or cash daily and who approves?
- ◉ How much “petty-cash” is kept on property and who has access?
- ◉ Vending machines - who has access?
- ◉ Use independent accounting firms when possible
- ◉ Use acceptable accounting practices
- ◉ Do employees handling finances need to be bonded?
- ◉ Conduct proper background checks and do them periodically
- ◉ Offerings
 - Immediately after, secure in appropriate bank type bags
 - When are the offerings counted and by whom, where, when
 - Use law enforcement when possible to transport or to escort two [2] employees
 - Have quality safe or safes in needed areas to help secure all offerings and cash. Safes need to be mounted to walls or floors, prefer that they have electronic keypads [change], and keep those who have access to a minimum.
 - Give serious consideration to CCTV and alarm systems on areas that contain your cash and other important financial information

PHYSICAL SECURITY - USE OF PERSONNEL

- ◉ At what level of activity within your church do you require security personnel to be present?
- ◉ Do you use church members, contract security or law enforcement to patrol your premises during services?
- ◉ Does your church approve members to carry weapons? If so, what is your liability, training and who approves?
- ◉ Use of church members as security officers; who conducts training, background checks, what experience do they have?
- ◉ Contract security firms; transfer liability, costs, level of service, availability etc..
- ◉ Off duty law enforcement; have police power, responsible and reliable, trained

USE OF CHURCH VOLUNTEERS, SWORN POLICE OR CONTRACT SERVICES

○ Contract security services

- Often have some adequate training
- Can call for extra personnel at a moments notice
- Can be “tailored” to your needs
- Can be armed or un-armed
- Can “layer’ your liability exposure
- Their presence can often be the main deterrent that is needed

○ Use of church volunteers

- A lot less expensive
- They still need to be trained, issued equipment and have some type of uniforms
- They know your people, buildings, attitudes etc....
- Will often work together for what is best for the church
- You must do background checks on all security personnel
- They must know your policies and emergency plans

USE OF SECURITY PERSONNEL [CONTINUED]

- ◉ Use of local law enforcement as security
 - Often is expensive
 - Most professional
 - Already trained in surveillance, physical confrontations, arrest procedures, emergency response, traffic control etc...
 - Often creates an outstanding “working” relationship with your local police, fire, EMS
 - Often gives your members assurance that their church is proactive in protecting everyone
 - Gives another “layer” of liability protection
 - Should be your best knowledge of deadly force, use of weapons etc...
 - Often you have sworn or retired law enforcement in your church

LOCAL LAW ENFORCEMENT



MEDICAL EMERGENCIES

- ◉ Do you have trained emergency responders, doctors or nurses within your church?
- ◉ Know your “Good Samaritan’s Law”
- ◉ Keep appropriate medical supplies on hand in and in different locations.
- ◉ Know how your local EMS services/responders will react in the event of an emergency.
- ◉ Persons within your church should know basic emergency response to airways/bleeding/heart functioning.
- ◉ Proper equipment in all childcare locations.
- ◉ First Aid kits in all vehicles.
- ◉ Have AED’s (Automatic Electronic Defibrillators) on site.

USHERS AND GREETERS

- ◉ Training is essential with these members
- ◉ Make sure they NEVER lose their friendliness and the Spirit to help others as they enter God's Church
- ◉ They often may be the first person that SHOULD suspect a problem
- ◉ You may want to consider that at some point in your service, persons may be restricted to come down front prior to the alter call or invitation
- ◉ If an unknown person or persons come in late, be very courteous and direct and take them to appropriate seating
- ◉ Larger congregations should have radio communication between ushers and safety officers or other personnel able to handle potential threats or problems
- ◉ In smaller services, there needs to be eye contact or other type of communication between ushers and safety personnel

MISSIONS TRAVEL - FOREIGN, LOCAL & STATESIDE

- Foreign;
 - Know what concerns of missionaries in that area
 - Check with government sites for current crimes, wars, fighting etc..do your homework before hand
 - Have appropriate insurance coverage [i.e. Kidnap/Ransom, medical, emergency extraction or evacuations]. Most leading insurance carriers will have written guidelines, medical advice, travel practices and other valuable information on foreign travel.
 - Have a plan; there must be a contact person back home with appropriate contact information for other family members
 - Someone must be in-charge and responsible for all travel arrangements, medical issues, vehicles and drivers, visas and agenda. This person needs to possess leadership qualities, common sense
 - Have planned evacuations for threats, crimes and/or medical issues
 - Think about taking satellite phones

MISSION TRAVEL STATESIDE AND LOCAL

◉ United States & Canada

- Leadership again must have emergency back-up plans
- Know who is driving, leasing, renting vehicles. They must have MVR's conducted
- Have contact information for those back home
- Know the medical issues of those who are traveling with you
- Do safety checks, patrols and look-out for each other

◉ Local;

- Those in charge or leading must be an adult and have been with your church for a length of time
- Drivers must have MVR's completed
- Does your church have adequate insurance for camps, day-trips, retreats etc...
- No matter how short the trip, emergency contact information must be in accessible in the event of an emergency

PROTECTING OUR CHILDREN



PROTECTING OUR CHILDREN

- ◉ *Our children, youth and young people are our most valuable resource*
- ◉ *Background checks, background checks, background checks*
- ◉ Do you have plans in place for an emergency lockdown?
- ◉ Who can pick-up children and our youth?
- ◉ Who develops security plans, schedule workers and decides how many adults are to be present?
- ◉ Is there proper medical equipment in our nurseries, youth activity areas?
- ◉ Is your staff trained in CPR/AEDs/1st Aid?
- ◉ Are the evacuation routes clearly marked and accessible?
Do we know how to manage and account for our children and youth after an emergency?

PROTECTING OUR CHILDREN

- ◉ Do we know the parents or guardians of our children and youth?
- ◉ Does your staff know the signs of abuse such as sexual, physical, mental? Recommend training for all staff in this area
- ◉ Does your staff know the laws of reporting such abuse?
- ◉ What physical protection do you have in place such as proper locks on windows, doors, do you have proper fire equipment. Consider CCTV systems, panic alarms and have security personnel monitoring surroundings
- ◉ Conduct staff evaluations, recognizing stress or external issues in your staff

VIOLENCE IN OUR CHURCHES

- ◉ Did you know-----
 - The majority of violent acts are carried out by a person with some type of connection to the church
 - The most common violent act in our churches is a shooting
 - We must be aware of precursors, warning signs, threats, outbursts, disputes etc...
 - Most of our churches are not prepared or ever ready for violence
 - NO CHURCH IS IMMUNE
- ◉ In the event of a violent act or incident;
 - 1st priority is the protection of your congregation
 - Call 911
 - Try to isolate the offender
 - Try to orderly evacuate and isolate your people
 - Control as much of the panic if possible
 - Have proper emergency equipment available
 - Have someone assigned to direct emergency responders to the scene

VIOLENCE [CONTINUED]

- ◉ Someone in leadership must take charge
- ◉ All decision and orders must be clear, direct and commanding
- ◉ Have pre-arraigned areas for people to safely go to meet with emergency personnel or police
- ◉ Think of food, drink etc... for people could be on site for some time
- ◉ Think of the media
- ◉ How to be less vulnerable
 - Have properly trained ushers, greeters, security personnel
 - Never allow your staff to work alone
 - Keep doors locked that are not in use-even during services
 - Have your parking lots secured with security, volunteers or CCTV
 - All church staff must know your emergency plans
 - PREPARE FOR THE WORST CASE SCENARIO

ARSON

- ◉ Why churches are vulnerable
 - Buildings are often unoccupied
 - Activity and schedules are predictable
 - Often no security
 - Arsonist often target churches because of their beliefs
- ◉ How to reduce your risks;
 - Keep your building exterior illuminated
 - Keep your church locked
 - Proper landscaping
 - Do not have ways that criminals can get onto your roofs
 - Keep all flammable liquids are stored properly and locked
 - Ask neighbors to watch your property
 - Have proper fire equipment/detection

RECOMMENDED BOOKS

- ◉ *Keeping Your Church Safe* by Ron Aguiar
- ◉ *The Guardian System* by David O. Middlebrook
- ◉ *An Introduction to Security and Emergency Planning for Faith Based Organizations* by Jeffrey Hawkins

BACKGROUND INVESTIGATION

POLICIES AND PROCEDURES

ELECTRONIC BACKGROUND INVESTIGATIONS

Purpose

It is the purpose of this directive to establish policies and procedures to ensure that the _____ obtains appropriate background information (credit, reference, criminal, driving, etc.), as permitted by law, on all candidates for employment with the _____. All hiring officials must continue to interview, check personal references, areas of previous employment, skills and achievements as part employment process. This process also covers applicants for volunteer work in childcare positions as well as those wishing to volunteer for international mission trips.

This policy is applicable to _____ employees who are being considered for promotion or transfer. (See Section V.)

Procedures

- I. Electronic Consumer Reports will be used only for the purpose of confirming candidates' suitability for employment or volunteer service such as childcare or mission service with the _____ and will in no way be used to illegally discriminate on the basis of race, color, national origin, religion, sex, marital status, age, political affiliation, veteran status, disability, or other prohibited reason.
- II. Applicants will provide all necessary personal information for background checks. There are different levels [degrees] of background checks for different employee or volunteer groups. [See "Level of Check by Classification" document].
- III. The rights of applicants, authorizing the _____ to request a background investigation, are covered by the Fair Credit Reporting Act (FCRA), as amended, and other applicable federal and state requirements.
- IV. As part of the hiring process, all applicants must complete, sign and submit a form (Consumer Report Disclosure – Waiver and Release) that authorizes the _____ to request an electronic investigation into an applicant's history of possible criminal convictions, credit history and credit worthiness, social security trace, driving record, education, validation of achievements, and other related areas. This "waiver and release" form will be forwarded to the _____ who will initiate a third-party conducted investigation. No background check will be performed without such written consent.
- V. Employees being considered for promotion or transfer will be requested to complete and submit a "Consumer Report Disclosure – Waiver and Release" form. Failure to submit this form will disqualify the employee from consideration for promotion or transfer.

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Promotions and/or transfers will not be implemented until the _____ has received a satisfactory background investigation report. When warranted, an exception to this requirement may be made with the approval of the _____. In such cases, the promotion or transfer will be made contingent on receipt of a satisfactory background report.

VI. Only the _____ is authorized to extend an offer of employment. Normally, employment offers will not be extended prior to receipt of a satisfactory background investigation report. On rare occasions, extenuating circumstances may warrant an exception to this policy. In such cases, with written approval by the _____, an offer of employment will be extended contingent upon receipt of a background investigation report satisfactory to the Seminary and acceptable to the duties of the involved position.

VII. The _____ will retain all applicant information, including background investigation reports, in strict confidence and security. Timely disposal of such information will be documented as to when, where, how, and by whom the documents were destroyed. Disposal will be by an outside shredding service by the _____. Such information will also be disposed of by electronic deletion.

VIII. Background checks are conducted to verify information provided by the applicant excluding others, are:

(1) The candidate's name, date of birth, and social security number;

(2) Previous addresses;

(3) Discover criminal record information, such as;

(a) Criminal convictions;

(b) Current or pending criminal charges for which a conviction may occur;

(c) If they are included in any sexual offender registry.

For the purposes of this Policy/Procedure, criminal convictions include persons pleading guilty or no contest, receiving guilty verdicts, receiving probation before judgment dispositions, entering "Alford" pleas, and violations of criminal law for which a jail or prison sentence may be imposed. Traffic law violations will be considered as part of employment checks if the applicant is required to operate a vehicle on behalf of the Seminary.

A. Background investigations of applicants seeking positions with the _____ child care services and mission service, whether to be employed or as a volunteer, are required. Under no circumstance will an offer of employment or volunteer service be made until the background investigation report has been received and the applicant determined to be eligible for employment or service.

For more information and details on this subject please refer to the "Policy and Procedure" manual located in the _____ office.

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- B. The applicant's credit history if the position involves financial responsibilities (e.g., handling cash, making financial decisions, accessing corporate accounts, etc.;
 - C. Verify work experience (e.g. length, level of responsibility, salary, etc.);
 - D. Verify education (degrees, diplomas, other levels of education, and achievements;
 - E. Motor Vehicle Record – moving traffic violations.
- IX. Criteria used to evaluate information disclosed by the applicant and information
- Criminal convictions will not automatically disqualify candidates from employment unless the convictions constitute legislatively - mandated hiring disqualifications.
- A. In the event investigations reveal criminal convictions or other relevant information, the hiring officials will determine, on a case-by-case basis, whether or not the candidate is acceptable based on factors that include, but are not limited to:
 - 1. Specific duties of the position to be filled;
 - 2. Number of offenses;
 - 3. Nature of each offense;
 - 4. Length of time between the offense and the employment decision;
 - 5. Employment history;
 - 6. Rehabilitation history, if any;
 - 7. Accuracy of the information that the individual provided on the employment application.
 - B. Criminal history reports that include pending criminal charge(s) may require the applicant to be excluded from further consideration. The impact of such information and a final decision will be based on whether or not a conviction would conflict with the duties of the position, for which the applicant is being considered, and thereby preclude employment.
 - C. The _____, or his/her designee, will initiate and review background investigation reports when received. For Support Staff positions, if the applicant's background information is satisfactory ("clear"), the _____ and the hiring supervisor will be so notified. In the event areas of concern ["hits"] are identified by the report, an electronic copy will be forwarded to the _____. The _____ evaluate the report information. Based on this joint review, the _____ will determine the applicant's eligibility or ineligibility for employment and so notify the employing supervisor and/or department head of his decision.
 - D. If deemed necessary, they _____ may request additional information and/or authorize a follow-up investigation. Follow-up investigations will be conducted by the _____ and/or outside services contracted by him.
 - E. In compliance with the Fair Credit Reporting Act, as amended, the _____ will notify the applicant that adverse action may be taken based on information

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contained in the background investigation report. As required, this notice will include a copy of the report and a copy of a Summary of Consumer Rights as well as other required information. (see attached: Pre-Adverse Action Letter; Summary of Consumer Rights)

F. Currently, the _____ uses the _____ as its third-party provider of background investigations. An applicant who wishes to dispute the accuracy and completeness of a _____ report must contact _____ directly. The Pre-Adverse Action letter will include _____' name, mailing address, and toll free phone number. An applicant challenge must be initiated with _____ within sixty (60) days of the date of the _____ notification (see attached Pre-Adverse Action letter).

G. In the event an applicant is determined to be unemployable based, wholly or in part, on the results of the background investigation report, the _____ will notify the applicant of the _____ decision not to extend an offer of employment or engage in volunteer services. (see attached: Post-Adverse Action Letter). This notice will comply with the Fair Credit Reporting Act requirements.

X. The _____ reserves the legal right to conduct additional background checks at any time during employment. The original signed "Consumer Report Disclosure – Waiver and Release", or a legible, complete copy, will constitute authorization by the employee for additional and/or future background checks.

Approved by : _____
Date

Effective Date: _____

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PRE-ADVERSE LETTER

Date

Dear

Your application for employment with _____ is being evaluated and as provided by our pre-employment process, we have requested and received a Consumer Report from _____. This notification is provided because an adverse employment decision may be based, in whole or part, on this report. In accordance with the Fair Credit Reporting Act, we have enclosed a copy of this report and a Summary of Consumer Rights.

You have the right to dispute the accuracy or completeness of any information in the report by contacting _____. You will be asked to provide your full name, mailing address, social security number, the name of our company, and a photocopy of your driver's license and social security card for identification purposes. You may contact _____ - at the following address or phone number:

Company name, address and phone

Please refer to the enclosed Summary of Your Rights under the Fair Credit Reporting Act for additional information or view the complete FCRA text at: <http://www.ftc.gov>

Thank you for your interest in the _____. We will notify you of our final decision on this matter.

Very truly yours,

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POST-ADVERSE LETTER

Date

Dear

This is to inform you that your application for employment with _____ will not be processed further. As a result, you are no longer being considered for employment by _____. This decision was influenced, in whole or in part, by information contained in a Consumer Report requested by _____ and received from _____. _____ did not make this employment decision and is unable to provide you with the specific reasons for the decision. You have the right to dispute the accuracy or completeness of any information contained in the report by contacting _____.

A copy of your Consumer Report and of a Summary of Consumer Rights was included in our recent correspondence to you concerning this matter. However, you may also obtain a free copy of your Consumer Report directly from _____ if you request it within sixty (60) days of receipt of this notice. _____ will require that you provide your full name, mailing address, social security number, the name of our institution, and a photocopy of your driver's license and social security card for identification purposes. You may contact _____ at the following address or phone number:

Company name, address, phone number

Very truly yours,

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Federal Fair Credit Reporting Act A Summary of Your Rights

The Federal Fair Credit Reporting Act (FCRA), as amended, is designed to promote accuracy, fairness, and privacy of information in the files of every “consumer-reporting agency” (CRA). Most CRAs are credit bureaus that gather and sell information about you –such as if you pay your bills on time or have filed bankruptcy to creditors, employers, landlords, and other businesses. You can find the complete text of the FCRA, 15 U.S.C. 1681-1681u, at the Federal Trade Commission’s web site (<http://www.ftc.gov>). The FCRA gives you specific rights, as outlined below. You may have additional rights under state law. You may contact a state or local consumer protection agency or a state attorney general to learn those rights.

- **You must be told if information in your file has been used against you.** Anyone who uses information from a CRA to take action against you, such as denying an application for credit, insurance, or employment, must tell you, and give you the name, address, and phone number of the CRA that provided the consumer report.
- **You can find out what is in you file.** At your request, a CRA must give you the information in your file, and a list of everyone who has requested it recently. There is no charge for the report if a person has taken actions against you because of information supplied by the CRA, if you request the report within 60 days of receiving notice of the action. You also are entitled to one free report every twelve months upon request if you certify that (1) you are unemployed and plan to seek employment within 60 days. (2) You are on welfare. Or, (3) your report is inaccurate due to fraud. Otherwise, a CRA may charge you up to eight dollars.
- **You can dispute inaccurate information with the CRA.** If you tell a CRA that your file contains inaccurate information, the CRA must investigate the items (usually within 30 days) by presenting to its information source all relevant evidence you submit, unless your dispute is frivolous. The source must review your evidence and report it’s finding to the CRA. (The source also must advise national CRA’s, to which it has provided the data, of any error.) The CRA must give you a written report of the investigation and a copy of your report if the investigation results in any change. If the CRA’s investigation does not resolve the dispute, you may add a brief statement to your file. The CRA must normally include a summary of our statement in your future reports. If an item is deleted or a dispute statement it filed, you may ask that anyone who has recently received your report be notified of the change.

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- **Inaccurate information must be corrected or deleted.** A CRA must remove or correct inaccurate or unverified information from its files, usually within 30 days after you dispute it. **However, the CRA is not required to remove accurate data from your file unless it is outdated (as described below) or cannot be verified.** If your dispute results in any change to your report, the CRA cannot reinsert into your file a disputed item unless the information source verifies its accuracy and completeness. In addition, the CRA must give you a written notice telling you it has reinserted the item. The notice must include the name, address, and phone number of the information source.
- **You can dispute inaccurate items with the source of the information.** If you tell anyone, such as a creditor who reports to a CRA, That you dispute an item, they may not then report the information to a CRA without including a notice of our dispute. In addition, once you've notified the source of the error in writing, it may not continue to report the information if it is, in fact, an error.
- **Outdated information may not be reported.** In most cases, a CRA may not report negative information that is more than seven years old; ten years for bankruptcies.
- **Access to your file is limited.** A CRA may provide information about you only to people with a need recognized by the FCRA – usually to consider an application with a creditor, insurer, employer, landlord, or other business.
- **Your consent is required for reports that are provided to employers, or reports that contain medical information.** A CRA may not give out information about you to your employer, or prospective employer, without your written consent. A CRA may not report medical information about you to creditors, insurers, or employers without your permission.
- **You may choose to exclude your name for CRA lists for unsolicited credit and insurance offers.** Creditors and insurers may use file information as the basis for sending you unsolicited offers of credit or insurance. Such offers must include a toll-free phone number for you to call if you want your name and address removed from future lists. If you call, you must be kept off the lists for two years. If you request, complete, and return the CRA form provided for this purpose, you must be taken off the lists indefinitely.
- **You may seek damages from violators.** If a CRA, a user or (in some cases) a provider of CRA data, violates the FCRA, you may sue them in state or federal court.

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Notice of Amendments to the Fair Credit Reporting Act

The following amendments were added by the Consumer Reporting Employment Clarification Act of 1998.

- Conviction of a crime can be reported regardless of when the conviction occurred.
- If you apply for a job that is covered by the Department of Transportation’s authority to establish qualifications and the maximum hours for such job and you apply by mail, telephone, computer or other similar means, **your consent to a consumer report may validly be obtained orally**, in writing, or electronically. If an adverse action is taken against you because of such consumer report wherein you give your consent to the consumer reporting agency over the telephone, computer, or similar means, **you may be informed** of such adverse actions and the name, address and phone number of the consumer reporting agency, **orally**, in writing, or electronically.

The FCRA gives several different federal agencies authority to enforce the FCRA:

FOR QUESTIONS OR CONCERNS REGARDING:	PLEASE CONTACT:
CRA's, creditors, and others not listed below	Federal Trade Commission Consumer Response Center-FCRA Washington, DC 20219 202-326-3761
National banks, federal branches/agencies of foreign banks (word "National" or initials "N.A." appear in or after bank's name)	Office of the Comptroller of the Currency Compliance Management, Mail Stop 6-6 Washington, DC 20219 800-613-6743
Federal Reserve System member banks (except national banks, and federal branches/agencies of foreign banks)	Federal Reserve Board Division of Consumer & Community Affairs Washington, DC 20551 202-452-3693
Saving associations and federally chartered savings banks (word "Federal" or initials "F.S.B." appear in federal institution's name)	Office of Thrift Supervision Consumer Programs Washington, DC 20552 800-842-6929
Federal credit unions (words "Federal Credit Union" appear in institution's name)	National Credit Union Administration 1775 Duke Street Alexandria, VA 22314 703-518-6360

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State-chartered banks that are not members of the Federal Reserve System	Federal Deposit Insurance Corporation Division of Compliance & Consumer Affairs Washington, DC 20429
Air, surface, or rail common carriers regulated by former Civil Aeronautics Board or Interstate Commerce Commission	Department of Transportation Office of Financial Management Washington, DC 20590 202-366-1306
Activities subject to the Packers and Stockyards Act, 1921	Department of Agriculture Office of Deputy Administration – GIPSA Washington, DC 20250 202-720-7051

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CONSUMER REPORT DISCLOSURE – WAIVER AND RELEASE

In connection with your employment or application for employment (including contract for services), Consumer Reports may be requested from _____. These reports may include the following types of information: names and dates of previous employers, reason for termination of employment, work experience, accidents, academic history, professional credentials, conversations with personal and/or business references, and drugs/alcohol use. Such reports may also contain public record information concerning your driving record, workers' compensation claims, credit, bankruptcy proceedings, criminal reports, etc., from federal, state and other agencies which maintain such records, as well as information from _____ concerning previous requests made by others from such state agencies and state provided driving records.

You have the right to make a request to _____, upon proper identification to release, the nature and substance of all information in its files on you at the time of your request, including the sources of information and the recipients of any reports on you that _____ has previously furnished with the two-year period preceding your request. _____ may be contacted by mail at _____.

I AUTHORIZE, WITHOUT RESERVATION, USIS, AND ANY PARTY OR AGENCY CONTACTED BY USIS, TO FURNISH THE ABOVE-MENTIONED INFORMATION.

_____ is authorized to disclose all information obtained to the requesting entity for the purpose of making a determination as to my eligibility for employment, promotion or any other lawful purpose. I agree that such information which _____ has or obtains, and my employment history if I am hired, may be supplied by _____. If hired or contracted, this authorization shall remain on file and shall serve as ongoing authorization for the procurement of consumer reports at any times during my employment or contract period.

By signing below, I certify that I have read and fully understand this release, that prior to signing I was given an opportunity to ask questions and to have those questions answered to my satisfaction, and that I executed this release voluntarily and with the knowledge that the information being release could affect my being hired, my employment, my eligibility for promotion or transfer.

PRINT NAME: (Last, First, Middle) _____

SIGNATURE: _____ DATE: ____/____/____

SOCIAL SECURITY NO. _____ DATE OF BIRTH: ____/____/____

Note: Date of Birth (information is only for use by: __Name of Company__)

DRIVER LIC. NO. _____ STATE ISSUED: _____ EXPIRATION DATE _____

CURRENT ADDRESS: _____

CITY: _____ ST: _____ ZIP CODE: _____

HOME PHONE: (____) _____

LIST PREVIOUS ADDRESSES [at least last seven [7] years]

1. Address: _____ City _____ State _____

2. Address: _____ City _____ State _____

3. Address: _____ City _____ State _____

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**BOMB THREATS/SUSPICIOUS
PACKAGES/THREATS/OTHER CRIMES**

BOMB THREAT OR SUSPICIOUS PACKAGE PROCEDURES

GENERAL

- Every bomb threat or suspicious package will be taken seriously.
- The Chief of Safety and Security will be responsible for having a bomb threat/suspicious package plan as part of their site crisis plan.

IDENTIFYING A SUSPICIOUS PACKAGE

- The Chief of Safety and Security or designate will be responsible for ensuring staff have received training related to the identification of suspicious packages.

BIOLOGICAL/CHEMICAL/RADIOLOGICAL SUSPICIOUS SUBSTANCES

- If a staff member discovers a suspicious package it will remain unopened and 9-1-1 will be called;
- If a staff member has opened a package or letter that contains an unknown substance, the first step is to limit the exposure and spread of the contents. The individual will be isolated to avoid possible cross-contamination;
 - The package will not be disturbed any further, it will be immediately be placed down and no attempt will be made to clean up any released powder or liquid;
 - Powder or liquid will not be brushed off clothing or skin;
 - Hands will be kept away from one's face to avoid spreading contaminants to the eyes, nose or mouth;
 - Hands will be washed without leaving the immediate workplace;
 - Windows will be closed and fans that may be circulating air around the workplace will be stopped; and
 - Doors to the area will be closed to prevent others from entering.

RECEIPT OF A BOMB THREAT

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- The recipient of the telephone call will not hang up on the caller. Record as much information as possible using the Bomb Threat/Suspicious Packages Checklist during the call. Bomb Threat Checklists should be located near office telephones;
- If possible, another staff member will inform security supervisors of the bomb threat while the first staff member keeps the caller on the line. This may allow the call to be traced;
- Dial * 6 9 to check for caller identification (not available at all sites);
- Call 9-1-1 when authorized by a security supervisor;
- Release of information related to the bomb threat will be cleared with the Chief of Safety and Security or his designate.

SEARCH PROCEDURE

- The decision to evacuate during the course of the threat/search will be made by the Chief of Safety and Security or designate. Police will be consulted;
- The Chief of Safety and Security or designate may choose to initiate secure (lockdown) procedures prior to the decision for an evacuation or search;
- The Chief of Safety and Security or designate and members identified in the crisis plan will begin a systematic search of the site;
 - Cell phones and walkie-talkies will not be used during bomb searches as the signal they emit may be close enough to the frequency of a radio-controlled device and may set off the detonator;
 - Staff participation in the search is voluntary; although staff members are most familiar with their own work areas and should report any suspicious articles or activity in their areas to the main office;
 - Where possible, two team members will search each area;
- A crisis team member will inform staff or outdoor events to remain outdoors until further notification;

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- Crisis team members will not touch any unidentified package or object that is found. The discovery of a suspicious object will be reported to the Chief of Safety and Security or designate who will inform the police;
- Crisis team members are looking for “unusual objects” and are not to search through any area or item that may endanger their personal safety. These items may include but are not limited to:
 - Unusual packages;
 - Out of place ceiling panels; and
 - Areas that smell of gasoline or other noxious odors
- Priority search areas will include the following:
 - Hallways
 - Lobbies
 - Washrooms
 - Storage areas and garbage containers
 - HVAC rooms
 - Sanctuary and backstage areas
 - Offices and classroom areas
 - Outside parking lot and immediate surrounding property

ALL CLEAR SIGNAL

- Following a search where no suspicious articles are found, an all clear signal will be communicated to staff (and members if evacuation was implemented);

DISCOVERY OF A SUSPICIOUS PACKAGE (POSSIBLE EXPLOSIVE)

- The object is not to be moved or handled;
- If a suspicious package is found, all occupants in the area and adjoining areas (beside, above and below) will be evacuated calmly and orderly to a designated area;
- The search team will continue to search the site to determine if other suspicious packages exist;
- The object location, description, and particulars will be reported to the Chief of Safety and Security or designate and the information forwarded to the police;

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- The Chief of Safety and Security or designate will secure the area and ensure that only authorized team members enter the area;
- Where possible, exit routes will be searched for secondary devices prior to any evacuation announcement;
- Evacuation announcements will be specific and will include information pertaining to areas to avoid because of suspected danger. To avoid panic, do not directly indicate that a bomb or suspicious package has been found;
- Evacuation directions will include leaving doors unlocked but closed;
- Evacuation directions will indicate that the elevators are not to be used;
- Office staff will take emergency contact information out of the building;
- Do not use the fire alarm unless a controlled systematic evacuation cannot be completed without using the alarm;
- Evacuation plans will include accommodations for physically challenged staff and members;
- The Chief of Safety and Security or designate will liaise with the police to provide a direct route to the object; and will be evacuated calmly and orderly to a designated area;
- The search team will continue to search the site to determine if there are other suspicious packages.

RETURN FROM EVACUATION

- The Chief of Safety and Security or designate will signal a return to the building.

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INTERNAL THEFTS/CRIMES

Most church leaders don't want to acknowledge the likelihood of one of their own parishioners or employees committing a crime against their organization. But, although these types of crimes may not be widespread, they are common enough-and costly enough-to warrant preventive measures.

WHAT CAN YOU DO?

- Develop a comprehensive written policy governing the handling of your ministry's finances. Written guidelines let everyone know what's expected of them. And, they discourage dishonest employees from using ignorance of proper procedures as a defense of their criminal actions.
- Document all finance transactions clearly and immediately.
- Implement a program for documenting suspicious financial incidents.
- Develop a program for handling church finances in which the receipt, deposit, distribution, and documentation of church money is carried out by different people. Require dual signatures for financial transactions like withdrawals or for endorsing and cashing church checks for more than a certain dollar amount. If control over financial operations is divided among several people, it will be extremely difficult for discrepancies to go undetected.
- Tithes and offerings represent the greatest internal threat of loss to churches and ministries. And, because significant portions of offerings are made in cash and are usually collected and counted by volunteers, the misuse or misappropriation of cash offerings is one of the easier crimes to commit against churches.

HOW TO PROTECT

- Ask your congregants to place financial gifts in envelopes reprinted with their names and addresses before placing them in the offering plate.
- Always have at least two people present when counting the offering. It's best to use longtime church members who've established a reputation of being trustworthy. Develop a list of such people, and periodically rotate those on the list when offerings are counted. Also, avoid counting the offering behind closed doors.
- Stamp checks "For Deposit Only" when endorsing them.
- Use a safe for petty cash.
- Keep interior office, classroom, and supply room doors locked when not in use.

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CHILDREN & YOUTH

CHILD AND YOUTH PROTECTION PROGRAM

POINTS TO CONSIDER

Use the following list to help your congregation consider its policy needs for the prevention of child abuse. Please use this form in conjunction with the Child and Youth Abuse Prevention Program.

1. We check references for all paid staff, including clergy, who have contact with minors.
2. We check references of all volunteers who will work with minors.
3. We conduct criminal background checks of all paid staff and volunteers who work with minors.
4. We train all volunteers and paid staff who work with children or youth to understand the nature of child abuse and methods of abuse prevention.
5. We train all volunteers and paid staff who work with children or youth in how to carry out our policies to prevent child abuse.
6. Our paid staff and volunteers are informed of state law requirements regarding child abuse and our responsibility for reporting incidents.
7. We have a reporting procedure for a suspected incident of child abuse that follows the requirements of our state law.
8. We have insurance coverage available in case a child abuse complaint occurs.
9. We have a defined response plan to be implemented in case an allegation of child abuse is made against someone in our organization.
10. We take our policies to prevent child abuse seriously, and we are committed to their enforcement for the safety and security of all of our children.

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CHILDREN'S MINISTRY SECURITY TRAINING SELF STUDY GUIDE

Jesus said, "Let the little children come to me, and do not hinder them" (Mark 10:14). He also told His followers, "Stay alert. This is hazardous work that I am assigning you. You're going to be like a sheep running through a wolf pack, so do not call attention to yourselves. Be as cunning as a snake, inoffensive as a dove. Don't be naïve. Some people will impugn your motives, others will smear your reputations just because you believe in me" (Matt 10:16 The Message).

You don't have to look beyond today's headlines to know that child abuse is a serious problem in our society today and unfortunately, churches are not always places of refuge from the world.

Recent cases have exposed to the world the problem of child sexual abuse in many churches and we cannot assume that our campus will be immune. While we cannot guarantee the safety of everyone in all circumstances, we want to minimize the possibility that anyone could have an opportunity to harm a child.

We have implemented a program based extensively on "The Guardian System" by David O. Middlebrook. Mr. Middlebrook is an attorney with long-term experience working with churches and volunteer organizations. He has put together a program for churches based on his study and experience. This program is summarized with the acronym S.T.O.P that stands for:

S – Screen: We screen all of our volunteers by requiring them to complete a volunteer application and by conducting a criminal background check through the proper authorities.

T – Train: We train our volunteers in many ways including job specific training, organization or program specific training, on-the-job training and with this "Security Training."

O – Operate: We operate all aspects of our Children's Ministry within our policies, including the "Always" and "Never" rules included in this training.

P – P.L.A.N: Our P.L.A.N will be put in place if suspected abuse is reports. The P.L.A.N. included the following:

P – Prevent interaction between the parties concerned.

L – Listen to the person making the accusation. Never ignore the allegation no matter how unlikely it may seem.

A – Assemble the response team made up of appropriate staff members and other professionals

N – Notify those involved and the appropriate authorities.

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The following “Always and Never” Rules constitute our policies for interaction with children.

Always remember that child molesters and abusers never look like criminals.

David Middlebrook tells the story of a case where he was called to a meeting with a suspected child molester. The man was a young professional, very well dressed; he appeared to have everything going for him including a wife and family. Those people closest to him, including his wife and pastor, did not believe that the accusations were true, but his offenses were even worse than had been suspected. The bottom line from this story is that real child molesters don’t wear trench coats and lurk in dark alleys like they do on TV. Child molesters and abusers look like anyone else.

Always report anything that looks like child abuse, seems suspicious, or makes you feel uncomfortable.

It is very uncomfortable to think about the possibility of something happening around us. Even when a person sees something that doesn’t seem right, they may be very reluctant to report what they have seen for any number of reasons. Maybe they know the person, maybe they don’t want to get themselves involved, they may think that their accusation will ruin the life of the accused and his or her family, or they may think, “What if I’m wrong, what if I did not see what I thought I saw?” You can probably think of other reasons you might be hesitant to report suspected child abuse. Remember, it is not your job to prove or investigate, it is your responsibility to “Recognize and Report” what you’ve seen to a staff member.

Always be with at least one other adult when working with children. This is called the “Two-Deep Rule.”

This simple rule is probably the single most effective way we can protect our children. Just remember, never allow yourself to be alone with a child. This not only protects our children from potential abuse, it also protects you, the teacher, from any accusation because we will always have another adult witness to everything that has happened. This is what is called a “percipient witness”, i.e. someone who is perceiving what is happening at all times.

Always remember that all teachers in the classroom must be screened. Do not allow visitors or parents who have not been screened to remain in the classroom as teachers.

This point is important to eliminate any confusion with our “Two-Deep” rule. We require two screened and trained adults to be present in the class. In addition to these, there may sometimes be situations when another adult or youth is in the room as a helper. These helpers must never be allowed to have unsupervised contact with the children. They are only to assist the screened and trained teachers. Sometimes a parent will ask to remain in the class for a while to help a new child adjust, this is acceptable as long as this “visiting adult” is not allowed to have contact with children any other than their own. In this case, we should try to help the new child feel at home so that this parent can be directed to the appropriate adult class as soon as possible. Another situation where an “Adult Visitor” may be allowed in the class is when an adult is considering serving in our ministry; again, this is acceptable as long as this visitor is not allowed to have unsupervised contact with the children.

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Always make certain that touch is age-level appropriate and is for the purpose of encouragement and affirmation. A sideways hug, placing your hand on the child's shoulder or head is an example of appropriate touching.

In our caution to guard against any touch that may be misinterpreted, we need to remember that appropriate touch is a good thing. We all respond positively to appropriate hugs or high fives.

Never go into a lavatory with a child without another adult present. Always follow the Two-Deep Rule.

Bathrooms are a dangerous place. In our ministry, bathrooms are the most likely place for an adult to be with a child in a compromising situation. Just remember the "two-deep" rule and you will be fine. You should not need to assist elementary children in the bathroom. If necessary, an adult may stand in the doorway with the door propped open. Preschoolers, on the other hand, often need help with their clothing and using the toilet. If you have to take preschoolers to a restroom down the hall, always have two adults go into the restroom with the preschoolers. If you have a small restroom in your preschool room, you may assist the child while leaving the door ajar if there is not a window in the door. If you always follow the "two-deep" rule, you won't go wrong.

Men must Never go into a lavatory with a child of the opposite sex.

While it is not politically correct to make this type of distinction, data clearly shows that men are more likely to sexually abuse children than women. Girls should only be assisted in the lavatory by women.

Never release a child to an adult who is not the parent who properly checked in the child.

Always follow the appropriate check-in and check-out procedure for your class.

Never touch a child inappropriately. Do not slap children, push them, or touch them in a private area.

While we support parents and encourage the use of godly discipline within the family, it is never appropriate for us to use physical discipline of any kind with children in our ministry.

Never go behind closed doors with a child.

This is a clear violation of our "two-deep" rule. Eliminate any area in our Children's Ministry facilities where an adult could go to be alone with a child. It is your responsibility to make sure that you are never alone with a child with the door closed.

In conclusion, remember that S.T.O.P is not a Barrier, but a Filter. It is our goal to eliminate as many opportunities for abuse as possible. It is the responsibility of every staff member and volunteer to follow these policies and to be alert. When an incident is reported, we will put the P.L.A.N. in place.

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Policy for Childcare Workers – Employees and Volunteers

Background

In recent years many areas of concern have forced institutions to take an extensive look at the providers and/or individuals who provide Childcare services. Information for this policy proposal has been gathered from numerous sources, for example, Highview Baptist Church, Southern Baptist Convention website, LifeWay Biblical Solutions, Baptist Press (BP) News, Assembly of God USA website, the Kentucky Revised Statutes, and Southwestern Baptist Theological Seminary. Research for this policy recommendation has shown that in today's society it is paramount that a Childcare worker be thoroughly investigated prior to any assignment that would include working with children.

Purpose

This policy establishes guidelines and procedures concerning the utilization of Childcare workers at The Southern Baptist Theological Seminary ("Seminary"). The policy covers both applicants seeking employment and applicants seeking positions as volunteers (non-compensated) as Childcare workers. Current Childcare workers – employee or volunteer – will be required to authorize the Seminary to conduct a background investigation, too.

Application Process

1. Documents:

- a. Applicants for employment must complete the standard Seminary Employment Application.
- b. Applicants for volunteer positions must complete the Volunteer Application.
- c. All Childcare applicants must read and complete the following forms:
 - Background Information Questionnaire – including the cover letter
 - Consumer Disclosure – Waiver and Release

These forms are posted on the Human Resources intranet website:

2. Supervisor Responsibilities:

The supervisor conducting the search and selection of Childcare workers must:

- Be knowledgeable of the Childrens Ministry Security Training Self-Study Guide
- Provide the applicant with the above forms and questionnaire cover letter; answer questions, verify the forms are complete and signed, and provide, if requested, an opportunity for the applicant to speak privately with the supervisor.
- Forward all completed forms to the Director of Human Resources and, if the applicant is considered suitable for the position, a request for the background investigation to be conducted. Human Resources will maintain all forms in a secure, confidential file for future reference or to a specific date after which they will be destroyed in accordance with the Human Resources Document Retention Policy.

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Background Checks

1. Background checks will be performed through US Investigative Services. USIS is a background investigation service that is currently used by the Southern Baptist Convention Purchasing Alliance.
2. A background check will include a sex offender trace, a nationally criminal trace and a social security trace. The cost will be budgeted by the Department of Safety and Security.
3. Background checks, with satisfactory results, **must** be completed prior to the utilization of any person as a Childcare worker. Current childcare workers, whether employed or volunteer, must complete the applicable Childcare documents in order for a background check to be conducted. Annual follow-up background checks will be conducted on all childcare workers being utilized at that time.
4. Procedures to conduct Background checks:
 - a. A signed “Consumer Disclosure – Waiver and Release” **must** be completed.
 - b. All applicant information may be mailed or delivered to the Director of Human Resources who will request and authorize the Director of Safety and Security to implement the background investigation utilizing the services of USIS.
 - c. Results will be obtained within 72 hours (most information is returned with 24-48 hours) and forwarded to the Director of Human Resources.
 - d. If there are no questionable areas, the Director of Human Resources will notify the hiring supervisor of the applicant’s eligibility for Childcare work.
 - e. If any part of the background investigation conducted by USIS is questionable, a “Pre/Adverse” letter will be sent to the applicant for employment. This letter notifies the applicant of the fact that some of the information contained in the background investigation is being evaluated. Human Resources will send this letter, with a copy of the adverse information and the Fair Credit Reporting Act’s (FCRA) “Consumer Rights” information. This section does not apply to volunteer applicants.
 - f. If the applicant for employment is not offered employment as a result of any part of the background check, a “Post Adverse” letter must be sent. Human Resources will send this letter. This section does not apply to volunteer applicants.
 - g. USIS has all capable security features included in their company to safeguard all information. This information will be available to “authorized” Seminary management 24 hours a day, 7 days a week.
 - h. Negative information or a discrepancy in information provided by the applicant, which might raise a question of employment, will result in the Director of Safety and Security making a hiring recommendation to the Director of Human Resources. The hiring supervisor and the Director of Human Resources will determine whether or not to hire the applicant. If necessary the Senior Vice President for Institutional Administration will be consulted and, if requested or when required by policy, make the final decision.

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Date:

Dear childcare provider:

In today's society, diligent and prudent care is imperative for the protection of children and youth while in the care of _____. The attached questionnaire has been developed and implemented as a means of assisting the _____ in fulfilling its obligation to provide a safe and secure environment for the children in its care. This questionnaire is a key part of our due diligence in determining suitability of applicants seeking employment or as a volunteer for the _____ Childcare worker positions. This document and others related to the selection process are a part of the _____ approved policy.

Some questions may seem personal, intrusive or even trivial but they are important due to the nature of the service and vulnerability of children. All questions must be answered before any individual will be considered for childcare service with the _____. Once completed, the questionnaire will be maintained in a confidential file.

Thank you for your cooperation. If selected, the talents and skills you utilize will help maintain the _____ high quality standards for its Childcare programs.

Please contact either of the following individuals if you have questions regarding this policy.

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Volunteer Application – Child Care Services

This application is strictly confidential. Thank you for your cooperation in this process. We hope you understand the need for this type of screening due to the nature of the job.

Name _____ Date _____
Last (Maiden) First Middle

Address _____

City _____ State _____ Zip Code _____

Business Ph. _____ Home Ph. _____ Email _____

Driver's License # _____ State _____ Expiration Date _____

Social Security # ____ - ____ - ____ D. O. B. * _____ Place of Birth _____

* Your date of birth is required only for the electronic background check

1. What position are you volunteering for: _____

2. On what date would you be available: _____

3. Minimum length of commitment: _____

4. List cities and states in which you have lived; any denominations or church of which you have been a member; and all previous church service volunteer or paid, you have provided since you were 17 years of age. Include approximate dates and addresses. (Attach a separate page, if necessary.)

City	State	Church	Address	Service

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5. List all your previous non-church work, volunteer or paid, involving children. Include approximate dates, organization's name and address, type of work you performed, name of supervisor and phone number, if known. (Attach a separate page, if necessary.)

Dates	Organization	Type of Work	Supervisor's Name	Phone

6. Please provide the names and phone numbers of three personal references not related to you.

Name	Home Phone	Work Phone

7. List any gifts, callings, training, education, or other factors that have prepared you for children/youth work:

The information contained in this application is correct to the best of my knowledge. I authorize _____ to obtain information from my references, employers and churches listed herein. I also authorize any references, churches, other organizations or employers I have listed in this application to give you any information, including opinions, that they may have regarding my character and fitness for children's work. I hereby release _____ and any responding individual or organization, collectively and individually, from any and all liability for damages of any kind or nature which I may incur due to this information being sought and/or provided as a result of my authorization. I waive any right that I may have to inspect any information provided about me by any person or organization identified by me in this application.

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I specifically give my permission for _____ to conduct a background investigation, including criminal background, on me, to maintain my fingerprints, if applicable, and photo ID on file. This includes future background checks which are required for my continuing status as a volunteer.

I understand that my volunteer service is subject to termination at the discretion of _____ and that my hours of service and all other conditions of service may be modified or changed by _____ at its discretion.

I have read the forgoing release and understand the meaning and intent of my authorization/permission and have signed this release as my own free will. I understand that any misrepresentation or omission of a material fact on my application may be justification for refusal of or discontinuance of my service as a volunteer.

Applicant's Signature

Date

Witnessed by

Date

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Background Questionnaire for Childcare Workers and Providers

Name: _____

S.S. #: _____

Date: _____

1. Have you ever been charged with a sexual offense, offense relating to children or crime of violence? If yes, please explain. [Attach a separate sheet if necessary].
 Yes No

2. Have you ever been convicted of, or plead guilty to, or are charges pending concerning any crime or misdemeanor involving actual or attempted child abuse, neglect or molestation? If yes, please explain. [Attach a separate sheet if necessary].
 Yes No

3. Have you ever been convicted of, or plead guilty to, or are charges pending concerning any other crime? If yes, please explain. [Attach a separate sheet if necessary]. Note: Conviction of a crime that does not involve a risk to children or youth is not an automatic bar to volunteer service or employment.
 Yes No

4. Have you ever been the subject of a civil lawsuit involving, or an investigation or allegation of, sexual misconduct, sexual harassment or other immoral behavior or conduct involving adults or children? If yes, please explain. [Attach a separate sheet if necessary].
 Yes No

5. Do you have any investigation, review or disciplinary action pending by an employer, organization in which you volunteered, or professional association for sexual misconduct, violence or misconduct involving children? If yes, please explain. [Attach a separate sheet if necessary].
 Yes No

6. Were you a victim of abuse or molestation while a minor? [If you prefer, you may discuss your answer in confidence rather than answering it on this form. Answering yes, or failing to answer, will not automatically disqualify an applicant].
 Yes No

7. Have you ever abused a minor or engaged in conduct including abduction for immoral purposes, sexual assault, failing to secure medical attention for an injured child, pandering, crimes against nature involving children, taking indecent liberties with children, neglect of children, obscenity offenses or similar moral impropriety involving children? If yes, please explain. [Attach a separate sheet if necessary].
 Yes No

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8. Have you at anytime during the past five years been intoxicated or otherwise misused any alcoholic beverages and/or controlled substances [legal or illegal]?
 Yes No
9. Have you viewed, or participated in the creation, dissemination, or transmission of, or otherwise used, pornography or pornographic materials of any type?
 Yes No
10. Is there any other information that might be relevant to assessing your fitness for working with children or youth? If yes, please provide the information on a separate sheet if necessary.
 Yes No
11. Do you consider yourself a positive role model for children?
 Yes No
12. Is there any reason, including those that are physical or mental health related, that might keep you from effectively working with children or that might cause a child potential harm?
 Yes No
13. Have you ever been known by any other name?
 Yes No
14. Would you be willing to be fingerprinted?
 Yes No

Applicant Name – Printed

Applicant Signature

date

This Questionnaire was reviewed and, where appropriate, responses discussed for clarification and detail by:

Interviewing Supervisor

date

This questionnaire was developed in part or entirely from the book *The Guardian System* by David O. Middlebrook. This document is to be used as part of a training program. Any reproduction, quotes or duplication must be approved by the appropriate author.

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FINANCE/TITHES/OFFERINGS

INTERNAL CASH CONTROLS

How can you ensure your money is safeguarded?

In handling money, your church has to do more than just collecting the offering and taking it to the bank. You should be tracking how much comes in, who it comes from, what it's used for, and how much each individual gives during a year.

This requires substantial record keeping and an effective internal control structure to ensure that the information is accurate. This involved many people who don't think of themselves as having any accounting or control responsibilities – for example, the ushers who collect tithes and offerings during the service.

To help your church, here are some procedures for strengthening control of your cash receipts and disbursements.

Cash Receipts

- For your offerings, enlist money counters (tellers) who aren't related by family and don't work at the same place during the week.
- Avoid selecting someone experiencing a financial crisis. This kind of responsibility may expose such a person to temptation.
- Rotate tellers periodically. Try using teams.
- When offering plates are emptied, have at least two tellers present. Ask them to count and bag offerings on church premises.
- Designate a teller to record the money received. Ask another to review and initial the record.
- On a regular basis, have someone other than the tellers reconcile the bank account and list of money received (to the bank deposit, donor records, and general ledger).
- Immediately stamp all checks "For Deposit Only" and place the funds received in a lockable canvas cash bag. Use a bag with only two keys – one you keep at the bank, the other at the church.

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- Deposit cash daily in your bank account. Never keep cash on the premises unless you use a lock box.
- Compare deposits from the regular services to previous services, noting the consistency of amounts. The amount of money received during morning worship services usually doesn't vary greatly from week to week.
- Send periodic statements to donors detailing the dates and gift amounts received. If a discrepancy arises, resolve it immediately by securing the assistance of someone other than the teller who originally counted the money.

Cash Disbursements

- Make all disbursements, except from petty cash, by check or draft.
- Require two signatures on all checks over a stated dollar amount.
- Prepare cash disbursements only when someone has approved and documented payment.
- Mark supporting documents "Paid" to prevent resubmission.
- Lock up all blank checks.
- On a regular basis, have someone other than the individual preparing disbursements reconcile check registers to the bank statements.

Computer Controls

If your church is using computers in record keeping and financial record processing, you need to safeguard your computer data. This can be done by saving data frequently, protecting important programs from erasure, and storing diskettes in protected areas.

In addition, because of the sensitive information maintained on the computer (donor giving history or counseling information, for example), consider using passwords or restricting access to certain people.

These simple steps can help your organization be a good steward of the money the Lord has entrusted to you.

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RISK MANAGEMENT

Internet Resources:

American Association of Occupational Health Nurses.....	www.aaohn.org
American Camp Association.....	www.acacamps.org
American Conference of Governmental Industrial Hygienists.....	www.acgih.org
American Industrial Hygiene Association.....	www.aiha.org
American National Standards Institute.....	www.ansi.org
American Red Cross.....	www.redcross.org
American Society for Testing and Materials.....	www.astm.org
American Society of Heating, Refrigerating and Air-Conditioning Engineers Inc.	www.ashrae.org
American Society of Safety Engineers.....	www.asse.org
Board of Certified Safety Professionals.....	www.bccsp.org
Centers for Disease Control and Prevention.....	www.cdc.gov
CTD News	www.ctdnews.com
Environmental Protection Agency	www.epa.gov
Ergoweb	www.ergoweb.com
Federal Bureau of Investigation	www.fbi.gov
Federal Emergency Management Agency.....	www.fema.gov
Food Safety and Inspection Service (USDA).....	www.fsis.usda.gov
Humantech Inc.	www.htec.com
Institute of Noise Control Engineering of the USA.....	www.inceusa.org
Insurance Committee for Arson Control.....	www.arsoncontrol.org
Insurance Institute for Highway Safety	www.hwysafety.org
Lightning Protection Institute.....	www.lightning.org
National Fire Protection Association	www.nfpa.org
National Highway Traffic Safety Administration	www.nhtsa.dot.gov
National Institutes of Health	www.nih.gov
National Program for Playground Safety	www.uni.edu/playground
National Safety Council	www.nsc.org
National Weather Service.....	www.nws.noaa.gov
Nonprofit Risk Management Center	www.nonprofitrisk.org
Occupational Safety and Health Administration	www.osha.gov
Ready.gov (U.S. Department of Homeland Security).....	www.ready.gov
Underwriters Laboratories Inc.	www.ul.com
United States Bureau of Labor Statistics	www.bls.gov
United States Consumer Product Safety Commission.....	www.cpsc.gov
United States Department of State (Travel Warnings)	www.travel.state.gov
United States Fire Administration	www.usfa.fema.gov

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STARTING/MAINTAINING A CHURCH RISK MANAGEMENT PROGRAM

How should a Risk Management Team be structured?

- Your team should include between three and eight members. They may include current or former law enforcement officers; current or former military personnel; those who have a background in insurance, claims or risk management; facility managers, and others who feel strongly about a proactive risk management program.
- The team should be endorsed and officially formed by action of the church's administrative body. Once established, they should meet at least on a quarterly basis.
- All ongoing activities, new ministries, special events and building upgrades and construction should be filtered through the committee.
- Regular activity reports should be given to the church staff and administrative body.

The team should organize using the following approach:

- **Educate:** The team should obtain resources and seek training to become informed on key elements and responses of church risk management.
- **Plan and Respond:** As a team, begin developing a security plan that includes initial congregational education, inspections, activity protocols, and policies.
- **Train and Inform Others:** Begin a congregation-wide educational program on safety, security, and risk issues. Speak to small groups, key committees, and other members to keep them informed and receive their input on key safety issues and implementation.
- **Follow Through:** Develop a strategy for slowly phasing in a risk management program, as well as the ongoing monitoring, and an educational emphasis. The goal is to integrate safety and security measures into the daily life of the congregation without compromising the church's ministry.

TIP FOR DEVELOPING A CHURCH RISK MANAGEMENT STRATEGY

Prioritize: Determine which areas of your ministry:

- Could cause the highest number of losses (accidents, damages, injuries);

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- Could cause the most expensive losses;
- Could benefit the most from safety improvements;
- Are most important to your congregation.

Implement risk controls: Determine how you will:

- Obtain commitment and participation from those who must implement the risk management plan;
- Communicate the plan to staff, volunteers, and the congregation;
- Make needed changes to your building or vehicles;
- Buy and install alarm, security, or screening tools;
- Improve operating procedures;
- Train staff and volunteers in new procedures;
- Establish accountability.

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SECURITY TEAMS

SAFETY AND SECURITY TEAM MINISTRY

The Safety and Security team is in need of a few new members to assist in providing a safe place of worship.

What does this team do?

There are a large number of duties to today's church safety team which include:

- Lost children
- Offering security
- Special events
- Offering deposits
- First aid – Paramedic Response
- Pastor protection
- Children's safety
- Many more items.

If you have experience in the following areas and are willing to give one Sunday a month as a volunteer, we would like the chance to discuss our ministry with you.

_____ Current or former Fireman, EMT, paramedic, ER Doctor or nurse

_____ Current or former Police Officer

_____ Current or former Military Member

_____ CPR and/or AED Certified

_____ Experience in Private Security

_____ Interested in learning and helping in a safety role

Name _____

Phone number _____

Email Address _____

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SHOULD YOU IMPLEMENT A SECURITY TEAM?

WHERE ARE YOU NOW?

- Should you consider beginning a church security ministry or updating the procedures you now have in place?
- Has your church reached the level of due diligence required by law?
- What your church doesn't know or chooses to ignore can cause serious liability for your church.

THE STEPS

- Evaluation of the current situation
- Proposing a Safety / Security Team to the church board
- Selecting Security Team members
- Training the Team
- Implementation of the Team

STEP ONE – EVALUATION

- Investigation of the feasibility of implementing a church security team
- Liability of starting a team verses liability of doing nothing!

LIABILITY

Due Diligence - In civil litigation, also known as due care, is the effort made by an ordinary prudent or reasonable party to avoid harm to another party. Failure to make this effort may be considered negligence.

SECURITY PROBLEMS FOR TODAY'S CHURCHES

- Diverse organizations
- Not security conscious
- Those who are, don't share
- Image conscious
- Not for profit – money is a problem
- Not viewed by law enforcement the same way as schools, malls, etc.

SAFETY OF THE CHURCH FAMILY

- Potential Events

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- Medical Problems
- Parental Custody
- Theft
- Sexual Harassment/Imposition
- Unruly/Unstable People
- Violent Person
- Lost/Missing Children
- Active Shooter
- Terrorist Event

RISK ASSESSMENT

- The risk assessment is designed to review the risks that your church faces.
 - Understanding where your risk lies;
 - What responses are needed to your limited liability

RISK ASSESSMENT QUESTIONS

- Does your church take a high profile view on controversial issues such as abortion?
- Are you located in an area with religious issues?
- Does the pastoral staff console hurting marriages and families?
- Are you in a higher crime area?
- Many functions end after dark?
- Do you have large cash offerings?
- Do you have families with child custody issues?

ARE YOU VULNERABLE?

The size of the church facilities and membership and location can raise concerns:

- Larger churches seem to draw more of the “crazies” than a smaller site.
- If the facility is close to freeway access, it could be an easy target for vandalism or theft.
- Armed robbery of the offering is a possibility as well as pilfering of the offering.
- Have a children’s program?
- Provide martial consoling.
- Do you have families with child custody issues?

ACTIVE SHOOTER

- Mostly single shooters
- Typically several firearms

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- Large amounts of ammunition (co 1000+)
- Specific grudge or general hatred of Christians
- Shooting last for 3 to 10 minutes
- Most commit suicide
- Police are largely irrelevant to the outcome

ACTIVE SHOOTER RESPONSE

- The best response is to take the shooter out as quickly as possible.
- An armed civilian in place can quickly stop the violence before 10-50 people are shot.
- Can be a CCW member of the church
- The best is a trained team member that has a tactical advantage!
- Waiting for the police does not work.

BIBLE AUTHORITY

- Does the Bible advocate the protection of the church family?
- I believe that it does.

HATRED OF CHRISTIANS

Matthew 10:22 “All men will hate you because of me, but he who stands firm to the end will be saved.”

Recognize that love for God is enmity with the world. We will recognize that identifying ourselves as joint heirs with Jesus puts us in the sights of those who hate the Gospel and would do radical things to prevent fellowship of believers.

VIGILANCE

Matthew 10:16 “I am sending you out like sheep among wolves. Therefore be as shrewd as snakes and as innocent as doves.”

- Use experience, training, and common sense to enact wise decisions while maintaining a peaceful atmosphere free of fear and full of trust in the Almighty.

PREVENTING HARM

Nehemiah 4:9 “But we prayed to our God and posted a guard day and night to meet this threat.”

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- While God promises to protect us, he expects us to use the Holy Spirit's intuition give to all Christians to make smart decisions within the realm of our capabilities.
- Just as the Jews, while trusting in God, make sensible provisions to prevent attack by their enemies, we will provide reasonable, sensible provisions to prevent harm to the assembled followers of Christ.

OVERVIEW

- If your church is a small facility it can be protected by an informal group of people who are security conscious but a trained coordinated team is better.
- As the size of the facility and number of attendees grows, so grows the need for an organized security team.
- Some mega churches actually have full time security staff including body guards for high profile ministers.
- Others have gone the route of hiring off duty uniformed police officers for the Sunday services.
- Often you are blessed with a large number of good people that donate their skills and time.

WHAT DOES THE TEAM DO?

There are a large number of duties to today's church security team include:

- Lost Children
- First Aid
- Active Shooters
- Mental Individuals
- Offering Security
- Pastor Protection
- Special Events
- Background Checks
- Offering Deposits
- Many more items

YOUR OPTIONS FOR A TEAM

- Hire an outside private security company

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- Hire off duty police officers
- Use church volunteers
- Use a paid professional church team

LIABILITY OF DOING NOTHING

Financial Liability

- Findings for sexual issues
- Findings for dangerous conditions
- Findings for shootings

Moral Liability

- Knowing that planning could have prevented these issues.

SUMMARY

We recognize that the days are evil and to show the love of God by sacrificing time and using our talents to provide a safe, peaceful worship atmosphere for members of the bride of Christ worshipping at our church.

SECURITY TEAM PLANNING

The task of putting together a safety or security team can seem overwhelming, and depending on your circumstances, it can be a huge task.

- Where to I start?
- Who do I talk to?
- What equipment do we need?
- It is more than just showing up and looking good.
- You NEED a plan of action.

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HOW TO START YOUR TEAM

Where are you now?

- Beginning a church security ministry?
- Updating the procedures you now have in place?
- Has your church reached the level of due diligence required by law?

Security Team Planning

The task of putting together a safety or security team can seem overwhelming, and depending on your circumstances, it can be a huge task.

- Where do I start?
- Who do I talk to?
- What equipment do we need?
- It is more than just showing up and looking good
- You need a plan of action.

Risk Assessment

The risk assessment is designed to review the risks that your church faces.

- Understanding where your risk lies
- What responses are needed to your limit liability?
- Does your church take a high profile view on controversial issues such as abortion?
- Are you located in an area with religious issues?
- Does the pastoral staff console hurting marriages and families?
- Are you in a higher crime area?
- Many functions end after dark?
- Do you have large cash offering?
- Do you have families with child custody issues?

Management Approval

- Formal presentation to the church management staff
- Management “buy in” and approval is required to permit the successful implementation of the security team.
- Management needs to verify that the church liability will cover the team as well as the church.
Address any management issues at this time.

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Select Team Members

- First team members need to be hand selected by management and startup team
- Look for current and former police officers, military, paramedics, EMT's and emergency care nurses.
- Use application forms to get complete background
- Complete background checks MUST be done

Acquire Needed Equipment

- Church provided equipment
 - Radios and earbuds
 - First aid bag and contents
 - AED and Oxygen tank
 - ID Card, shirts, etc.
- Individual provided equipment
 - Notepad and pen, flashlight
 - Personal defense items

Train the Team

- Define the teams duties and roles
- Basic radio operation and communication
- Completing the incident report
- Basic First Aid, CPR and AED for non medics
- Dealing with the congregation
- Dealing with unruly people
- Children's security procedures
- Use of force limitations, etc.

Meet the Police, EMT and Fire

Meet with the local Police, EMT and Fire Departments

- Advise them you exist
- Understand their capabilities
- Share your capabilities
- Help them understand your facility and needs
- Review their response times to your facility

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Meeting other Ministries

- You need to meet with the other ministries
 - Explain the mission of the security ministry
 - Understand their needs

- Ministries to meet with:
 - Children
 - Worship
 - Facilities
 - Ushers
 - Greeters
 - Missions
 - Parking
 - Teens
 - Media
 -

Lastly, you ARE a Servant.....

Summary

- Pray for the best of times
- Plan for the worst of times
- Now that God has placed your team as the sheepdogs who protect the lambs of god
- May the Lord bless your mission

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QUESTIONS

- What skills do you have that add value?
 - Current or former LEO or military
 - Fire training
 - Medical training – CPR or AED
 - Security training
 - Management skills
 - Photograph or computers
- Give me an example of when you motivated others?
- Why do you want to join the ministry?
- Give me an example of when you showed initiative and took the lead.
- Tell me about a situation where you had to solve a difficult problem. What did you do? What was your thought process? What would you have done differently?
- Give me an example of when you used fact finding skills to solve a problem?

TELL TALES

- An extremely aggressive personality
- A very shy personality
- The person who has never held a position of authority
- Short temper
- Physically unfit for duty

PHYSICAL REQUIREMENTS

- All security team members must be physically capable of accomplishing the mission of the security team. Physical requirements include, but are not limited to the following:
 - Communication via phone, radio and personal communication
 - Ability to walk and/or stand for extended periods of time and run for a limited amount of time
 - Ability to remain calm should any emergency arise
 - Ability to distinguish our mission from police role (i.e., operate as a volunteer security team, not as police officers)

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GENERAL DUTIES

- Patrolling the facility inside and outside
- Assisting visitors with directions or questions
- Securing the preschool and nursery areas, lost parent/children issues
- Requesting and coordination of medical requests
- Clearing the parking lot and doors for approaching EMT units
- Escorting the offering from pickup to deposit into the safe
- Special escorts
- Coordinate building evacuation

CURRENT MEMBERS

The current members on the team include:

- Current police officers and former police officers
- Retired military
- Firemen
- Manager of private security business
- Several businesspersons who work in positions of authority or own their company
- Dedicated church members

SUMMARY

- The choice made for staffing the security team will determine the success of your ministry.
- The right staff will display a personality that invites people into the church.
- As the sheepdog watches over the lambs, your staff must oversee the church activities with a soft velvet glove but know when to take the gloves off when the wolves show up.
- Good luck and God bless your team.

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CHOOSING SECURITY TEAM MEMBERS

WHO TO CHOOSE

- How do you choose the best people for the job without getting someone overly aggressive or someone who is too passive?
- Worse, how do you avoid someone like Barney Fife who has a good heart, but has the potential to undo your church security team efforts?
- The church security ministry should be filled by mature people who have a cool head, are good with people and can handle pressure well.
- Any prospective member must be a saved Christian and a member of the church.
- Many believe that the desire to serve is enough but we believe that if you wish to serve you should officially make commitment to the church.
- Baby Christians must spend some time walking the way before allowing diversions to interrupt their bible studies and faith walk.
- The candidate should currently have attended church at least one year before committing to this type of ministry.
- Some exceptions can be made when long established Christians relocate to the area, but that might reduce the time frame to 6 months, you still need to get a “feel” for their personality.
- Commitment! If we are to spend the time to train him/her, we need to know they will be here for a while.

INTERVIEWING POTENTIAL TEAM MEMBERS

- Does the candidate have a helpful, caring attitude to the church members?
- People who are used to authority as part of their normal job tends to be very level headed and calm when an incident occurs. In this position – attitude is everything.

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