

Church Emergency Response and Business Continuity Planning

It Can Happen to You

Across the country and around the world, church organizations have suffered losses from fires, hurricanes, tornadoes, earthquakes and even violence. While primary efforts need to focus on prevention, not all losses can be avoided, particularly when the causes are natural elements, or regional events like chemical releases, riots, or targeted violence. Good emergency response plans help ensure appropriate actions are taken and minimize the effects of any loss. In turn, effective business continuity strategies will help provide prompt return of employees, volunteers, and operations and will enhance the organization's ability to accomplish its mission.

Prevention

Like the doctor's say, "prevention is the best medicine." Handrails help prevent falls. A good roof holds together better in a strong wind and helps prevent water leakage and subsequent interior damage to structure and contents. Safety inspections identify and correct deficiencies, poor housekeeping and improper storage practices like excessive combustibles or flammables near ignition sources. Inspections also identify defective wiring or overloading of electrical circuits that can lead to injuries or fires. (See the Self-inspection for Churches Form under the heading *Resources* on Adventist Risk Management's website at www.adventistrisk.org.) The point is, a good loss prevention program will help your church or church organization avoid a considerable number of accidents or disasters that require "emergency response." Emergency Response and Business Continuity Plans will help minimize losses and downtime.

Emergency Response Plans

Every location has different exposures. While emergency response plans for hurricanes are critical in Florida, a church facility in Montana would be wasting efforts to develop plans that include hurricanes, but might focus instead on heavy winter storms and freezing temperatures, wildfires, earthquake or volcanic eruptions, potential violence and other local issues. Each requires different emergency response measures. Local

authorities can help determine where the greatest exposures exist, and what cooperation they might expect from organizations in a community wide disaster.

Do you have evacuation plans and an assembly area? Are you prepared to "shelter in place?" Start with some basics and build from there. What needs to be done and who will do it? When does it need to be completed?

Recovery and Business Continuity

There are many aspects to developing your Recovery and Business Continuity Plans. One key element is knowing what you have in the first place and that you are properly insured to cover the cost of interim needs and building replacement. Those who have suffered a major loss often wish they had a good list of their contents and pictures of them, which would make everything easier to remember when they had to fill out claims forms. From an insurance perspective, is the facility amply insured to cover the cost of replacement, required code upgrades and other costs (your Field Services Representative can advise you concerning risk management and insurance issues).

Is electronic data backed up and kept in a secure, fire-resistant safe or vault? Is there a plan to address psychological trauma and stress following a disaster? Who is the media spokesperson following a tragedy?

An Ongoing Process

Loss prevention programs, emergency plans and recovery and business continuity strategies development is a continual process requiring, review, testing, analyzing and rewriting. The Church Emergency Response and Business Continuity Planning document will help you develop procedures, assign responsibilities, determine what emergency equipment is needed and increase the safety level of those who work in or visit your facilities. Based on your organization and its location, other additional considerations and elements will be needed.

NOTE: For more extensive information and a free tutorial on Business Continuity Planning visit the Nonprofit Risk Management Center website at <http://nonprofitrisk.org/tools/business-continuity/business-continuity.shtml>

CHURCH EMERGENCY RESPONSE AND BUSINESS CONTINUITY PLANNING

(Sample Forms and Documentation)

NOTICE

Materials found in this document are provided as general risk control and safety background information. This information is not intended to cover all safety aspects of any of the topics discussed. Nor does it address all local and governmental regulations that may apply. The maintenance of safe premises, operations, and equipment, emergency planning and the training of employees are the legal responsibility of the insured. Administrators and supervisors are encouraged to expand their safety programs and ensure that such programs comply with standards and regulations promulgated by applicable jurisdictions. Local regulations, standards and recommendations by the authority having jurisdiction may also differ from some of the recommendations found in these materials. For the protection of employees, volunteers, and resources, it is always best to comply with the most stringent requirements. Adventist Risk Management, Inc. assumes no responsibility for the management or control of the insured's safety activities. Liability on the part of Adventist Risk Management Inc. for loss is hereby disclaimed.

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EMERGENCY TELEPHONE NUMBERS

In the event of any emergency situation that threatens property, or endangers or could endanger the lives of church staff, volunteers, visitors, teachers, the children in church day care facilities or others, the appropriate authorities should always be called immediately.

IN CASE OF EMERGENCY CALL 911

Provide any information requested: Name, location address, and nature of emergency, urgency, injuries or deaths

Notify all other applicable emergency responders and local church contacts as instructed by the administration and elements of your Emergency Response Plan.

EMERGENCY NUMBERS	
Fire	911
Police (Emergency)	911
Police (Non-emergency)	
Ambulance	
Poison Control/Poison Information Center	
Rape Victim Services	
Doctor	
Gas Leaks	
Electric Company	
National Weather Service	
Adventist Community Services, Red Cross, etc.	
<i>(Insert others as appropriate)</i>	
<i>(Insert others as appropriate)</i>	

CHURCH/CONFERENCE EMERGENCY CONTACT LIST		
Name or Responsibility	Work	Home
Church Pastor		
Head Elder		
Church Safety Officer		
Conference Risk Manager		
Conference Communication (for news, media, etc.)		
Church Maintenance		
<i>(Insert others as appropriate)</i>		
<i>(Insert others as appropriate)</i>		

MEDICAL EMERGENCIES

Where facilities have personnel trained in first aid available, those individuals may strongly influence decisions on the actions to take following an injury or other medical emergency. In some cases the first response will be to **call 911**, and then notify appropriate contacts as listed on the *Emergency Telephone Numbers* list of this Plan. Minor injuries on the other hand may require nothing more than a band-aid, but *all* incidents and accidents must be reported. **WHEN IN DOUBT, ALWAYS CALL 911.**

When contacting First Aid Personnel and individuals on the *Emergency Telephone Numbers* list provide the following:

- The location where the incident or accident has occurred (particular building or area of building, parking lot, etc.) For off-site responders provide a street address and additional information on how to find the injured.
- Describe what occurred, the type of injuries, and the help needed (if known).
- Where available provide on-site first aid.
- Position personnel outside to direct emergency responders to the appropriate location.
- Alert appropriate personnel from the *Emergency Phone Numbers* list.
- Alert emergency responders to any particular health issues that may influence the type of treatment provided. (Information may come from HR and personnel files, relatives or others who are aware of any health conditions.)

The following individuals are responsible for notification of families where deemed appropriate following an emergency requiring medical attention:

NAME	TITLE/RESPONSIBILITY	TELEPHONE NUMBER

The following medical doctors, nursing staff, or First Aid/CPR trained and certified individuals may be contacted for medical assistance:

	NAME	QUALIFICATIONS (MD, NURSE, FIRST AID, CPR)	TELEPHONE NUMBER
1			
2			
3			
4			
5			

See additional information on AED's in the *Resources* section of Adventist Risk Management's website at www.adventistrisk.org.

FIRE AND EVACUATION PROCEDURES

The Church Safety Officer working with the Safety Committee and/or other designees, as listed in this document is responsible for establishing and maintaining the church fire prevention and evacuation plans. Self-inspections will help in the identification of numerous typical hazards. The Church Self-inspection Form is available in the Resources section of Adventist Risk Management's website at www.adventistrisk.org

The head Elder and head Deacon will work closely with the Safety Officer or designee to establish the roles for all parties in the event of an emergency and will ensure that Elders, Deacons, Sabbath School leaders and others in their charge are properly trained in their duties. **NOTE:** The local fire department can offer good input on evacuation procedures based on the layout of your facility and the fire equipment installed.

Fire drills will be held periodically with Pastoral Staff and employees on workdays, and with Pastoral staff, Deacons, Elders and others, as appropriate to ensure familiarity with the plan and each individual's responsibilities. Drills will then be evaluated to determine what elements did not go smoothly and where changes will be needed. Drills applicable to church services can be conducted during an actual service, or during "dry runs" with just those who will be part of the evacuation and emergency response.

Among things to review are:

- The effectiveness of the alarm system (operational, audible, notified appropriate parties, if monitored).
- How smoothly and quickly the evacuation went.
- Whether everyone participated and showed up at the designated evacuation safe areas, etc.

Deficiencies in the Plan will be noted, rewritten and reevaluated in future drills.

Deacon's (Deaconess) Responsibilities: (A check off sheet can be valuable in helping a deacon or deacons to follow through on all assignments and will provide valuable information on the condition of the facilities if the sheet is designed to allow for reports of deficiencies.).

- In conjunction with a church security walkthrough for suspicious persons, objects or unsafe conditions, a deacon or deacons shall ensure that all exits passageways are clear and that doors are unlocked and operate properly.
- Ensure that the fire alarm panel is operational. For the most part this will merely involve looking to confirm there are no "trouble lights" lit on the main fire panel box.
- Deacons will be familiar with all locations and the emergency evacuation routes illustrated on maps throughout the facility.
- Monitor conditions of all church facilities at various times throughout services during other activities. (This is also a good time to again monitor halls and other locations for suspicious persons who could be a threat to church members, volunteer, children or property.)
- If a fire is discovered, the deacon shall immediately close any doors to help contain the fire, activate the fire alarm system and assist in evacuation of the area.
- **Do not use elevators!**
- Each Sabbath, Deacons will be assigned restrooms and other key locations that need to be checked if an emergency arises and evacuation is required.
- While most alarm systems notify occupants and a monitoring company or the fire department, the head Deacon will still **immediately call 911**.
- If the fire is small and it can safely be extinguished with a fire extinguisher (small trash can fires, copier fire, etc.), a deacon experienced in the use of extinguishers can put it out with the appropriate extinguisher while someone else calls 911 and the evacuation proceeds until the

facility is deemed safe for return. Delayed calls to fire departments have historically led to greater losses of facilities.

Pastoral Staff and/or Elders:

- In the event of an evacuation, Pastoral staff or an elder on the platform during services shall emphasize the need for all adults to remain calm, and move quickly to the nearest exit and to the designated evacuation safety area. During Sabbath School classes parents must be reminded to not attempt to get children from their respective Sabbath School classes, and that children will be released to their parents at the designated evacuation safety area.
- Pastoral staff, or elders will be assigned the responsibility of helping to ensure the safe and prompt evacuation of the mother's room.

Sabbath School Teachers:

- Sabbath School teachers are responsible for the children in their classrooms, and shall know the location of all emergency exits, the location of evacuation meeting areas and all emergency procedures that fall within their responsibilities.
- Within the first ten minutes of Sabbath School teachers shall ensure that they have an accurate roll for each class. Teachers shall take the list with them to the designated safety area. In case of an evacuation during Sabbath School class they will need to be able to transfer children to parents at that location and appropriately note that transfer. They may also need to report any children missing that might have gone to a restroom just prior to the emergency.
- During an evacuation, Sabbath School teachers will direct children out of the classroom, ensure they are all present, close the door and lead them calmly to the designated safe area, where they will verify all are still present. **Do not use elevators!** Do not turn children over to parents until all have reached the designated safe area and the final head count has been made.
- If a teacher discovers a fire, he or she should activate the nearest fire alarm pull station and assist in the evacuation.
- Anyone attempting to extinguish a fire shall follow the same procedures listed under the Deacon heading of this plan.

FIRE EXTINGUISHERS

In most cases, a multipurpose Class ABC extinguisher will be available, but in every case, ensure you have the right extinguisher for the emergency at hand. Classifications are shown on the side of each extinguisher as follows:

Class A: ordinary combustibles (wood, paper)

Class B: flammable and combustible liquids

Class C: electrical fires

Class D: combustible metals

Class E: kitchen

Fire extinguishers should be serviced annually.

FIRE EXTINGUISHER USE

When operating portable fire extinguishers, remember the "P.A.S.S." system!

PULL the pin at the top.

AIM low at the base of the fire.

SQUEEZE the trigger.

SWEEP the nozzle from side to side moving toward the fire.

Once the facility has been evacuated, no one is to go back inside until the Authority Having Jurisdiction (Police, Fire Department, etc.) says it is safe to do so.

For questions or comments in regard to these emergency fire and evacuation procedures, contact the Church Safety Officer, Head Elder, or Head Deacon listed below:

POSITION	NAME	PHONE NUMBER
Safety Officer		
Head Elder		
Head Deacon		

NOTE: *The above process is merely a recommendation. The size and layout of a church and classrooms, the number of members, recommendations by local fire authorities and other factors will strongly influence fire and other emergency procedures and evacuation methods that should be used. On an annual basis, review the facility's Emergency Response for all potential disasters. Update by adding or deleting information, if necessary. Annually, train all employees and volunteers on the Emergency Response Plan and their individual roles and responsibilities (more frequently if subject to high turnover of employees and volunteers). Develop and administer an annual exercise to determine the readiness of your Emergency Response Plan.*

BUILDING EVACUATION DIAGRAM AND ASSEMBLY AREAS

Building diagrams with the evacuation routes indicated shall be posted throughout church facilities. Maps shall include instructions and routes to the nearest designated assembly area.

All staff and volunteers, the church safety officer, elders and deacons shall familiarize themselves with the primary and secondary exit routes from the sanctuary, fellowship hall, offices and classrooms, as applicable. Note also the locations of all assembly areas. In an emergency, staff shall use the assembly areas to perform headcounts of staff and volunteers and will notify emergency personnel of any missing persons. If an evacuation takes place during a church service, meeting, or special event, the assembly areas will be used for reuniting children with parents and any reports of missing persons.

INSERT APPROPRIATE BUILDING DIAGRAMS WITH EVACUATION ROUTES AND INDICATE LOCATIONS OF ASSEMBLY AREAS. A PAGE FOR EACH BUILDING MAY BE REQUIRED. POST THESE DIAGRAMS THROUGHOUT THE FACILITY, AS APPROPRIATE.

MEDIA AND COMMUNICATONS

The media can make or break an organization and twist an otherwise innocent statement into a scenario that creates ill will and possibly places tremendous liability on the organization. After any tragic situation, it is critical that questions be answered by someone trained in dealing with media and the public, and the importance of saying the right things at the right time. If there is an emergency the media and the public will be there. When they are, we need to be ready. All statements and interviews following an emergency will be conducted through the same individual to ensure accurate and identical information is released.

After an emergency of any kind, staff, volunteers and others will direct all media inquiries to:

UTILITIES MALFUNCTION

(GAS, WATER, STEAM, ELECTRICITY)

The individual discovering the malfunction will immediately:

- Remove anyone from the area if an exposure exists that could lead to injury.
- Notify the church administration or designees of the malfunction.

The church administration or designee will:

- If it is safe to do so, conduct an investigation to determine if a danger to occupants exists
- Secure the area if needed
- Notify the appropriate utility services or facilities maintenance personnel. See the *Emergency Phone List* for the applicable numbers
- If danger exists:
 - Initiate evacuation procedures (See *Fire and Evacuation Procedures* of this Plan.)
 - Notify the fire department and gas company (if there are gas odors)
 - Notify the fire department and other appropriate individuals if smoke is visible or there is a smell of smoke as listed in our *Fire and Evacuation Procedures*.

NATURAL DISASTERS

Every location has particular natural disasters a facility must be prepared to react to. With hurricanes, there is generally time to board up windows, bring in chairs and other objects from outdoors, stockpile water, ice water and food as deemed necessary. Evacuation is often an option. While some supplies can be stockpiled for an earthquake, there is no advanced warning and occupants need to know how to respond when one strikes. Other facilities must deal with heavy winds, snow and ice storms, tornados, and floods. Each organization, working with local authorities (fire, police, emergency management, etc.) must determine its greatest exposures and develop plans accordingly. The following are abbreviated versions of some elements that might be considered:

EARTHQUAKE

An earthquake during church services, Sabbath School classes and even work days could result in major damage and severe injuries, as well as the inability of emergency services to respond quickly due to the magnitude of losses, destruction of roads and bridges, and loss of power and communications, to name a few. In the event of an earthquake, the organization must be able to hold together on its own. If the church has a child care center, responsibilities are magnified. Additional resources will be needed to continue operations until parents or guardians have picked up all children. If roads, bridges or overpasses are damaged, or traffic lights are affected by power loss, it could be a considerable length of time before parents arrive. What if parents have been injured? What if children in your charge are injured and emergency response is slow due to the degree of devastation caused by the earthquake? These are all things that must be considered to effectively respond during and after the disaster. (See Business Continuity of Operations found later in this Plan.)

Prior to an earthquake:

- Secure bookcases and cabinets to walls.
- Strap televisions to wide-based carts and wall mounts
- Avoid placing heavy objects on tops of cabinets
- Create Placards for each room that state:
 - Injured Inside
 - Room Clear

Following an earthquake, these will be placed, as determined in the planning phase, and used to help identify locations where assistance is needed and will reduce wasted time that might be spent searching for victims in areas known to be clear.

- Determine needs and obtain what emergency equipment and supplies might be needed for your facility (bullhorn for making announcements if power is lost, flashlights (for night meetings and areas without windows), extra water, shovels, first aid supplies, etc. Local emergency management organizations can provide suggestions in regard to needs.)

During an earthquake:

- Stay inside and go to “duck and cover” position under a sturdy desk, table, or counter, away from windows and heavy swinging light fixtures. Instruct children to do the same.
- Do not enter elevators.

After the Earthquake:

- Calmly evacuate the building and place the appropriate placard (Injured Inside, Room Clear) on the door or in a window, as applicable.

- Pastoral staff or an elder on the platform during services shall emphasize the need for all adults to remain calm, and move quickly to the nearest exit and to the designated evacuation safety area. During Sabbath School classes parents must be reminded to not attempt to get children from their respective Sabbath School classes, and that children will be released to their parents at the designated evacuation safety area.
- Pastoral staff, or elders will be assigned the responsibility of helping to ensure the safe and prompt evacuation of the mother's room.
- Provide assistance to injured or trapped persons and provide first aid, as needed.
- Do not move seriously injured persons unless they are in immediate danger of further injury.
- Do not use elevators.
- Call for help, as needed.
- Sabbath School teachers will direct children out of the classroom, ensure they are all present, close the door and lead them calmly to the designated safe area, where they will again verify all are still present. Do not turn children over to parents until everyone has reached the designated safe area and the final head count has been made.
- During the evacuation, ensure that quake damage has not compromised the safety of normal exit routes and doorways.
- Instruct everyone to remain calm and not to run.
- Instruct everyone to stay clear of any electrical wires.
- Report to designated evacuation safe area for roll, and reporting missing or injured personnel, and those who may have remained behind to assist the injured.
- Maintenance or other designated personnel may be instructed to turn off gas and electricity to the building if conditions warrant the need (arcing electrical wires, the smell of gas, etc.).
- The church administration or designated parties as found in the *Emergency Telephone List* will apprise local authorities, Conference officials and others, as needed of damage, injuries, and other emergency needs, etc.
- Following roll call, any children can be released to their parents or guardians. Ensure that names are checked off the list upon release and that time of the release is recorded.

Returning to buildings:

- Stay clear of damaged buildings.
- Return to buildings *only* after they have been deemed safe, and Church leadership and/or the local authorities having jurisdiction (Fire Department, etc.) have authorized the return.
- Be prepared for aftershocks.
- Immediately clean up hazardous spills (medications, bleaches, gasoline, or other flammable liquids).
- Immediately leave room and buildings if you smell gas or fumes from other chemicals.
- Open closets and cabinet doors cautiously as objects may have shifted and could fall.
- Open a window and quickly leave the building if you smell gas. Notify someone to turn off the gas.
- Turn off the electricity at the main circuit breaker, if arcing or sparks are observed, or you see broken or frayed wires, or smell hot insulation.

TORNADO

Tornado watch vs. tornado warning:

A tornado *Watch* means a tornado is possible in your area.

A tornado *Warning* means a tornado was sighted and may be headed for your area. Go to your facility's safety area immediately!

Tornado warnings will be issued in a number of ways in a community: Sirens, weather station radio transmissions, television, radio or by other means based on a community's resources. Prepare in advance by determining the safest place to gather in each building and for the facility as a whole.

Prior to a tornado:

- Determine the safest locations within the facility or nearby to gather when tornado warnings sound and time allows.
- Establish in this plan where employees and child care staff and children will evacuate to when a tornado warning is called. Identify those locations on the facility emergency evacuation map. Childcare centers will have their own Plan that will tie in with the "Master Plan," while meeting county and/or state childcare requirements.
- Childcare centers should monitor weather radio emergency broadcasts during all hours of operation.
- Establish in this plan where Sanctuary occupants, Sabbath School classes and others will gather when a tornado warning sounds. Identify those locations on the facility emergency evacuation map.
- Determine what supplies are recommended by emergency response organizations (police, fire, Red Cross, government agencies, etc.). This might include first-aid kits, bull horns, flashlights, two-way radios for in-house use, extra water, shovels for rescue/debris removal, battery operated radio for updates on conditions, etc.)

Tornado warning response:

- When a tornado warning is given, all occupants shall move away from windows and glassed areas, evacuate (unless in a safe area) and relocate into interior rooms or hallways on the lowest floor possible. Specific areas will be identified on the evacuation plan maps and in this Plan.
- Insert batteries in walkie-talkies according to the directions with each unit. Turn walkie-talkies on and ensure they are set to the designated frequency of _____.
- Test and take flashlights to the evacuation safe area (never use candles.).
- Anyone outside shall move indoors to designated safe areas.
- Occupants should face walls with knees up under them and heads and neck covered with their arms.
- Occupants shall not leave the evacuation area until tornado warning sirens are no longer sounding and an all clear is received from the individual in charge at the time of the evacuation.
- When it is clear to leave, beware of downed power lines, debris or other hazards.

HURRICANE

A little about hurricanes

The National Weather Services defines a hurricane as “a tropical system in which the maximum sustained surface wind is 64 knots (74 mph) or greater. This is the worst and strongest of all tropical systems.” Hurricane winds blow in a counter-clockwise direction around the center or “eye” of the hurricane, and can exceed 155 miles per hour. A hurricane’s devastating affects can be felt hundreds of miles inland.

An approaching hurricane will also bring a storm surge, “an abnormal rise in sea level accompanying a hurricane or other intense storm” that generally results in flooding and major damage and causes most hurricane related deaths. Hurricanes can also bring heavy rains with additional flooding and tornados. The strength of the hurricane will strongly influence response on the part of the public and can ultimately include the need to evacuate. There are five categories of hurricane based on wind speeds, central pressure and damage potential:

- **Category one** - winds 74 - 95 mph
- **Category two** - winds 96 - 110 mph
- **Category three** - winds 111 - 130 mph
- **Category four** - winds 131 - 155 mph
- **Category five** - winds greater than 155 mph

Prior to a hurricane:

Fully understand the storm warning terminology used by weather forecasters and local agencies. The NOAA (National Oceanographic and Atmospheric Administration) provides a search link to such information at <http://www.noaa.gov/wx.html>. More precise information on how you might be affected will be available from a regional office of the National Weather Service. As the dangers increase, warnings will go from Hurricane Watch (a hurricane is possible within 36 hours...stay tuned for additional advisories) to Hurricane Warning (a hurricane is expected within 24 hours...if advised to evacuate, do so immediately).

Prepare your facility:

- Have your facility inspected for physical condition and compliance with local building codes. Damage from high winds of any kind are often more extensive when building structures have deteriorated due to lack of maintenance. Water leakage and subsequent damage from heavy rains and wind-driven water can also result due to poor maintenance practices. In addition, many facilities have been damaged or destroyed by hurricanes because they were not constructed according to local codes.
- Consider flood insurance, if available, and purchase insurance well in advance, as there may be a waiting period before it becomes effective.
- As noted in your Business Continuity Plan, make a record of your property. Take photographs and/or videotapes of your belongings. Keep records in a safe location.
- Know what actions to take for the protection of your facility in preparation for an approaching hurricane. Do windows have permanent storm shutters? Unless you can be assured materials will be readily available, have materials on hand to board up windows and doors if that becomes necessary. Where can sandbags be obtained if needed to fend off potential flooding?
- There may be times when local authorities deem your facility safer than anything else in the surrounding area and designate it as a place to evacuate to. This will place additional burden on the facility, while working with authorities to come up with a plan that addresses any additional supply needs: water, sanitary facilities, food, and other resources.
- Purchase a NOAA Weather Radio to monitor weather conditions. Monitor other media, as well.

- Know what community evacuation plans exist and work with local authorities to ensure your Plan is harmonious with what would be expected by local authorities.
- Ensure that any childcare facilities adhere to Plan requirements by local governmental agencies.
- Ensure that your Business Continuity Plan addresses how operations will continue following a loss of basic services for several days, or if they need to.
- Consider the purchase of an emergency generator where deemed critical to future operations.
- Ensure that your Business Continuity Plan addresses what actions will be taken in the event of a total evacuation that could go beyond several days and into a number of weeks.
- Total destruction of your property is also possible. How will your church or school function if that happens?
- Know how and where to shut off all utilities.
- Explain to employees what is expected of them. The safety of your employees, church members, volunteers and children must always come first. Explain any possible scenarios regarding return to work following the hurricane and how the Business Continuity Plan tentatively looks to address those scenarios. Remember, disasters and other emergency events do not always go as planned, so the better we plan for certain contingencies the easier it is to make the right decisions when things go differently.

Hurricane Incident Response

If local authorities issue warnings that a hurricane is going to affect your facility put all plans immediately into action:

- Secure the facility. Close storm shutters and/or board up windows. Secure loose outdoor objects or bring them indoors.
- Shut off all utilities.
- Place sandbags, if recommended and time allows (nothing shall hamper evacuation efforts).
- Employers cannot dictate how employees are to respond to hurricanes from home, although it is recommended that all individuals adhere to the advice of the local authorities managing the disaster.
- Prepare to evacuate to an inland location. Ensure that all vehicles are fully fueled and review the pre-determined evacuation routes.
- If an evacuation is ordered, residents should leave immediately, and follow evacuation routes announced by the authorities. Stay away from coastal areas and let others know where you are going.
- When evacuation is not required, residents should stay indoors and away from windows. The same will apply where authorities have relocated local residents to your facility. Do not be fooled by any lull in the storm, as winds will resume after the eye has passed by. Avoid “mobile” facilities, as they are extremely hazardous during hurricanes.
- Monitor radio and television broadcasts for updates on the storm.
- Avoid using phones except in an emergency to keep from jamming phone lines that are needed by emergency response personnel.
- Avoid areas subject to flooding.

After the hurricane

- If in a safe location, stay there until local authorities say it is safe to leave.
- Stay away from disaster areas unless requested to be there by authorities.
- Stay away from riverbanks, streams, and low areas prone to flooding, until the potential threat has passed.
- Remain tuned to local radio or television for assistance and information.
- Report broken gas, sewer or water lines.

- When business is allowed to continue, notify the conference of any damage sustained. They will in turn notify the insurance company who will send out adjusters and begin the process that leads to rebuilding. Take pictures of damage and separate damaged materials from undamaged. Keep records of all cleanup costs.
- Maintain a manageable schedule on any repairs and ensure that all work by volunteers or others is completed in a safe and correct manner.

VIOLENCE

Random acts of violence can occur at anytime, anywhere, to anyone, and as the media continues to report, churches are not immune. While unpredictable, in locations where protests, vandalism and/or civil disturbances are occurring, the potential for violence at a church facility may increase significantly. Economic factors may also play a role.

Fortunately such acts at churches are rare, but they can come in a variety of forms, including assault, robbery, rape and murder. In some cases there are ways we can help reduce the potential for violence through various security measures, including enhancing our physical security elements, increasing the awareness of our Elders, Deacons and church administrators and staff, volunteers and congregation as a whole. In extreme cases it may be necessary to consider help from outside security services.

Awareness

Here at _____, security is a major concern. Report all suspicious activity or other concerns immediately to _____.

While not always the case, in many instances, threatening phone calls or verbal altercations have preceded acts of extreme violence. All Elders, Deacons, staff and volunteers are to report suspicious activity, packages, threatening phone calls, verbal abuse and other potentially hazardous conditions or situations to the church administration and the Church Safety Officer immediately.

Prior to church services, meetings and events, Deacons shall perform a walk through of the interior and exterior of the church, inspecting for suspicious activity or items, strangers, vandalism or graffiti or other building conditions that may need to be repaired or covered. (Note in some recent attacks at schools and public buildings efforts have been made by the attacker to lock escape routes with chains on doors or vehicles pulled up to doors.) If “forced entry” is evident, the church administration will call the local police to investigate. Check bathrooms, lofts, and other areas for trespassers.

Use the walkthrough as a time to also correct any unsafe conditions, like limbs or gravel on sidewalks and in parking areas, stored items in corridors or in front of exit doors, cords across aisles, etc.

If suspicious items are observed on the premises, do not touch. Contact the church administration and they will call 911. Where objects are suspected of being potential explosive devices or other hazardous objects capable of injury or destruction, the area will be isolated, and people kept away. Evacuation of the facility may be necessary.

During night meetings, observe lighting and shadowed areas. Report bulbs that are out. Maintain observation of parking areas and report any suspicious activity. Accompany a church attendee to his or her car if requested, but neither you nor the individual requesting the escort should go into the parking lot if there is any indication of potential danger. Report concerns and the church administration will make a determination on calling 911. If you spot an assault or burglary in progress, **call 911 immediately**, and then report to administration.

Communications

Communications between Deacons, Elders and Pastoral staff shall be through the use of _____.

Codes used internally to call for help, relay the type of emergency and for other purposes, are as follows:

Suspicious Persons

Early detection helps prevent major incidents. Church greeters are to remain alert for church visitors whose behavior appears inconsistent with those arriving for the purpose of worship. Greeters should

exercise caution and engage those who arouse suspicions in friendly conversation to determine the nature of their visit. (At times where deemed a higher potential for violence exists, a Deacon or Deacons shall also be posted in the lobby area and will supplement the greeters, engaging in conversation with and welcoming visitors.)

Threats

While an individual approaching the church with a gun will be an obvious threat, the majority of the time, it will be necessary to read the “signs,” like mannerisms and body language, individuals talking to themselves, intoxication and belligerent attitudes.

Access will be firmly, but respectfully denied to individuals who exhibit _____.

Shots fired

If an altercation takes place, weapons are brandished or shots are fired, the main concern is protection of the church congregation, workers, volunteers and children.

Call 911 immediately.

Attempt to maintain a separation between the shooter and the congregation. Where possible, initiate a “lockdown” of the facility. Lock doors and close off areas of the church. If the best alternative appears to be to remove members and visitors from the premises, do so as quickly as possible. In either case, the Pastor, an Elder or other church official will immediately take charge and issue orders for the Deacons to secure the building and for other areas to be secured, as well.

If a shooter penetrates the sanctuary and begins shooting randomly, take cover behind pews, pillars or balconies. If the shooter is focused on targeting a pastor or other church leaders at the front, creating a ruckus and direct confrontation, while dangerous, may allow for the shooter to be overwhelmed from behind.

Security Services and Guards

A number of liability and insurance issues exist in the use of security guards, armed or unarmed. Contact the Conference and your insurance carrier for additional information if considering such actions.

(NOTE: These are sample protocols. Additional measures may be necessary for your facility. Work with local law enforcement and your Conference when developing your church’s security measures and protocols.

Andrew G. Mills, a lieutenant in the San Diego, California police department, in his article “Shooter in the Church,” emphasizes the need to know the plans and capabilities of the local police. Two points of emphasis include the following:

Designate one of your church leaders to meet with the police and review their strategy for responding to a shooting in your building.

Educate your congregation on your church's policies for responding to an emergency, perhaps through a brochure or a segment of your new member's class.)

SHELTER IN PLACE/LOCKDOWNS

The term *Shelter-In-Place or Lockdown*, in this context shall mean to seek immediate shelter at a designated location within the building and remain there during a chemical or biological event, violence, or other emergency where evacuation would actually increase the risk of injury to employees, volunteers, visitors, children or others in the facility. Unless otherwise instructed to evacuate, sheltering in a pre-determined safe location in your office, church or Sabbath School classroom is the preferred method of safely waiting out one of these events, blocked exits or other conditions. Preparations made in advance, can enhance safety during the event.

If asked to shelter in place or Lockdown by the organization's administration:

- Remain calm
- If you are outdoors, go inside immediately (an interior room without windows is preferable). Do not call 911 unless there is need to report an immediate life-threatening situation. Do not attempt to get children from their school or daycare center. Staff members at schools and daycare centers are trained to protect children under emergency conditions and will institute shelter-in-place and lockdown procedures at their designated locations. (NOTE: Building designs and other conditions will strongly influence the appropriate response, as will the type of emergency, i.e. chemical release, violence, etc.)
- Close all windows and doors.
- If the emergency is a chemical release and shelter in place is initiated:
 - Provide telephones or intercoms that allow for communication outside the building.
 - Place pre-cut plastic sheeting over windows, and tape in place.
 - Close or cover all outside air vents.
 - Turn off cooling, heating or ventilating systems.
 - Cover cracks under doors with damp towels.
 - Tape cracks and other openings such as electrical outlets.
 - Monitor portable radios for instructions from emergency officials.
 - Remain sheltered until authorities indicate it is safe to leave.
- If the emergency is a shooter or potential shooter and:
 - Where possible, quickly determine whether evacuation of an area or areas is safer than a lockdown of the facility that attempts to keep the shooter separated from occupants. (NOTE: Local authorities may feel lockdown is the safest way to protect those occupants inside the building yet outside the immediate view of the shooter.)
 - If lockdown is initiated, remain inside out of view of windows, where possible.
 - Lock and barricade doors, but leave lights on to assist in searches conducted by police.
 - Where possible, tip over desks and chairs to form an additional barricade for occupants to hide behind.
 - Provide telephones or intercoms that allow for communication outside the building.
 - Remain in lockdown until authorities confirm it is safe to leave.

BOMB THREATS

BOMB THREAT CALL PROCEDURES

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:

1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist (reverse side) immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of the call, do not hang up, but from a different phone, contact FPS immediately with information and await instructions.

If a bomb threat is received by handwritten note:

- Call _____
- Handle note as minimally as possible.

If a bomb threat is received by e-mail:

- Call _____
- Do not delete the message.

Signs of a suspicious package:

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected Delivery
- Poorly handwritten
- Misspelled Words
- Incorrect Titles
- Foreign Postage
- Restrictive Notes

DO NOT:

- Use two-way radios or cellular phone; radio signals have the potential to detonate a bomb.
- Evacuate the building until police arrive and evaluate the threat.
- Activate the fire alarm.
- Touch or move a suspicious package.

WHO TO CONTACT (select one)

- Follow your local guidelines
- Federal Protective Service (FPS) Police
1-877-4-FPS-411 (1-877-437-7411)
- 911

BOMB THREAT CHECKLIST

Date: Time:

Time Caller Hung Up: Phone Number where Call Received:

Ask Caller:

- Where is the bomb located?
(Building, Floor, Room, etc.) _____
- When will it go off? _____
- What does it look like? _____
- What kind of bomb is it? _____
- What will make it explode? _____
- Did you place the bomb? Yes No _____
- Why? _____
- What is your name? _____

Exact Words of Threat:

Information About Caller:

- Where is the caller located? (Background and level of noise) _____
- Estimated age: _____
- Is voice familiar? If so, who does it sound like? _____
- Other points: _____

Caller's Voice	Background Sounds:	Threat Language:
----------------	--------------------	------------------

- | | | |
|--|--|---------------------------------------|
| <input type="checkbox"/> Accent | <input type="checkbox"/> Animal Noises | <input type="checkbox"/> Incoherent |
| <input type="checkbox"/> Angry | <input type="checkbox"/> House Noises | <input type="checkbox"/> Message read |
| <input type="checkbox"/> Calm | <input type="checkbox"/> Kitchen Noises | <input type="checkbox"/> Taped |
| <input type="checkbox"/> Clearing throat | <input type="checkbox"/> Street Noises | <input type="checkbox"/> Irrational |
| <input type="checkbox"/> Coughing | <input type="checkbox"/> Booth | <input type="checkbox"/> Profane |
| <input type="checkbox"/> Cracking voice | <input type="checkbox"/> PA system | <input type="checkbox"/> Well-spoken |
| <input type="checkbox"/> Crying | <input type="checkbox"/> Conversation | |
| <input type="checkbox"/> Deep | <input type="checkbox"/> Music | |
| <input type="checkbox"/> Deep breathing | <input type="checkbox"/> Motor | |
| <input type="checkbox"/> Disguised | <input type="checkbox"/> Clear | |
| <input type="checkbox"/> Distinct | <input type="checkbox"/> Static | |
| <input type="checkbox"/> Excited | <input type="checkbox"/> Office machinery | _____ |
| <input type="checkbox"/> Female | <input type="checkbox"/> Factory machinery | _____ |
| <input type="checkbox"/> Laughter | <input type="checkbox"/> Local | |
| <input type="checkbox"/> Lisp | <input type="checkbox"/> Long distance | _____ |
| <input type="checkbox"/> Loud | | |
| <input type="checkbox"/> Male | | |
| <input type="checkbox"/> Nasal | | |
| <input type="checkbox"/> Normal | | |
| <input type="checkbox"/> Ragged | | |
| <input type="checkbox"/> Rapid | | |
| <input type="checkbox"/> Raspy | | |
| <input type="checkbox"/> Slow | | |
| <input type="checkbox"/> Slurred | | |
| <input type="checkbox"/> Soft | | |
| <input type="checkbox"/> Stutter | | |

Other Information:



Homeland Security

BUSINESS CONTINUITY

(NOTE: While the following information is abbreviated in an effort to meet the needs of smaller organizations, more extensive information and a free tutorial is available at the Nonprofit Risk Management Center website at <http://nonprofitrisk.org/tools/business-continuity/business-continuity.shtml>)

To ensure the continuity of our church mission, (Organization Name) has established various plans of action that work now to protect against the loss of financial records and other critical data and has reviewed options that could be put into place following a disaster.

_____ has been assigned the primary responsibility for working with the Church/Organization administration to develop our Business Continuity Plan and will also work in conjunction with the Conference and others, including local emergency response agencies in its development. We value your input and suggestions in regard to this plan.

What we do today:

Are you adequately insured? Have you notified your insurance company of any new additions that might affect your replacement values? Are you carrying enough insurance to cover the cost of “code upgrades” (ADA compliance, fire suppression systems, environmental changes, etc.) that are required when property is rebuilt following a loss?

It is crucial that we back up all electronic data and communications to a safe location. If there is a fire or other catastrophic event or your facility is burglarized and equipment stolen, material backed up to a hard drive on a desk next to the computer will also be lost.

Following major catastrophes, administrators have expressed grief over files and data that were on their desks when they went home and were subsequently lost. Storing important files in lockable fire-resistant cabinets in offices can help reduce these kinds of losses. What is in your locked but unrated file cabinet? Are there important files, camera equipment? Protect it now, have it tomorrow.

What we plan for regarding tomorrow:

Look at the types of event that could occur at your facility and what the likelihood would be for that type of occurrence. Then determine the affect it might have. If you lose your power, how long can you afford to be down? A simple church facility with a few employees may be able to go without electricity for a considerable length of time. If that same facility has a childcare center, does that change the facility’s need to come back on line as quickly as possible? Should an emergency generator be part of the plan?

If a fire destroys the facility where will you meet? Where will you do business? Churches could consider reciprocal agreements to allow use of the facility if an event occurs. What will employees use to communicate with each other and others? How long will it take to get a wired phone system in and operational as opposed to an Internet based phone system? How do costs differ?

What about your personal belongings?

Employees need to understand that in most cases personal items lost in a destructive fire will not be covered by your church insurance policy. Their homeowner’s policy will need to pick up personal items that were lost and were not approved for personal office use.

Who can we call?

Along with the emergency contacts found in the *Emergency Telephone Numbers* list, a list of contacts should be maintained who can respond in case of an incident or accident and injuries or property losses. It can also be used to maintain a list of contractors who have been through your approval process regarding licensing, insurance, etc. Back up your list and keep it in a safe location that would be accessible

CONTACTS LIST				
COMPANY NAME	CONTACT NAME	PHONE NUMBER	LICENSE VERIFIED (Insert Date)	INSURANCE VERIFIED (Insert Date)
Adventist Risk Management, Inc.		Claims:		
Bank				
General Building Contractor				
Electrician				
Plumbing				
Water Damage Restoration				
IT/Phone/Cable, etc.				
HVAC Repair and Installation				
Rental Companies (generators, furniture)				


Could we identify what we lost?

Many individuals and organizations maintain a written and photographic history (pictures or video clips) of construction statistics, remodel information and blueprints, valuable wall hangings, stained glass windows, equipment and furnishings, data that is invaluable when trying to reconstruct lists of what was lost following a fire, tornado or other devastating occurrence. All this information needs to be maintained in a vault or other safe location. In today’s high-tech world, it can be scanned and backed up to a remote location.

Facility property data

The following data should be collected and maintained on a periodic basis. As property changes are made, additions to or deletion of buildings, the Conference needs to be contacted so changes in valuation can be made to property lists for insurance purposes. While it may seem extensive, once the data is collected very little will need to be changed.

General Information				
Certificate Number:		Insurer Property Number		
Property Owner:		Property Address:		
Property City:		State/Province:		
Zip/Postal Code:		Surveyed By:		
Date Surveyed/Reviewed:		Building Name:		
Conference:		Union:		
Year Built:				
Occupancy				
Section				
Occupancy Name	% of Total Square Footage	Class*	Height	Rank**

*Classes			**Ranks			
A	Fireproof Structural Steel Frame	M	Mill Type	1	Low	
B	Reinforced Concrete Frame	P	Pole Frame	2	Average	
C	Masonry Bearing Walls	S	Slant Wall	3	Good	
D	Wood or Steel Frame Walls	W	Metal Frame and Studs	4	Excellent	
H	Hoop Frame					
Building Data						
Total Floor Area (sq. ft.)		Perimeter (linear feet)				
Number of Stories		Or Shape (Circle one below)***				
		***Shapes 				
Climate (Circle One) 1. Mild 2. Moderate 3. Extreme		1. Square 3. Rectangular or slightly Irregular 3. Irregular 4. Very Irregular				
Components: (Balcony, Elevators, Exterior Walls, HVAC, Mezzanines, Pipe Organs, special Windows, Sprinkler Systems, Etc.)						
Description: (Construction, Type, No. of stops on pipe organ, etc.)		Units	%	Rank**		
Basement						
Occupancy Name: (Classroom, Fellowship Hall, Porch, Sanctuary, etc.)		%	Type****	Area	Depth	Rank**
Number of Levels		****Basement Types				
Perimeter (Linear Feet)		Finished Semi-Finished Unfinished Parking Resident Units Display Storage				
Or shape***						
Fireproofing (Circle One): Yes No						

IT EQUIPMENT INVENTORY LIST

	Item	Description/Serial #	Purchase Price	Maintenance Plan Enter Y or N	Warranty Enter Y or N
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

ARTWORKS/COLLECTIBLES

	Item	Description/Year Built or Created	Purchase Price	Appraised Value	Insured Enter Y or N
1					
2					
3					
4					
5					
6					
7					
8					

OTHER VALUABLES/MUSICAL INSTRUMENTS/DOCUMENTS

	Item	Description	Protection (security, vault, sprinklered, etc.)	Value	Insured Enter Y or N
1					
2					
3					
4					
5					

How Long Can We Afford to Be Down?

Every organization needs to look at what operations are crucial to its mission and determine how long it can afford to be without services, a place to work, computer equipment, phone, check writing ability, a place to worship and have meetings, hold classes and perform a variety of other key functions, like meet payroll. To do that, missions and operations need to be documented and prioritized and then broken down into their basic elements. What actions are necessary to help ensure a smooth transition following a utility failure, disaster, or other event that makes us unable to continue that operation? As we review proposed actions, which are financially viable and acceptable options for what is gained in return. Does expense justify returns?

CRITICAL OPERATIONS			
Operation	Staff in Charge	Acceptable Down Time (Hours, Days, Weeks)	Action Plan

Where will we go?

Fires, tornados and hurricanes, among other things, can result in total loss of a facility. Where would we go in such an event? Do we have a reciprocal agreement with another church that we could hold services or school activities there? What about business and the relocation of servers and other operations?

Looking at our critical operations and acceptable downtimes, make possible relocation part of the thought process in determining what your action plan might include.

Prepare for stress

The partial or full destruction of a facility can be a devastating loss to employees. Communicate your intentions to them quickly and provide counseling if needed.

Media

Per this Plan, direct all media inquiries to a qualified trained individual at the local Conference.

For additional information, see *Are You Ready, A Guide to Citizen Preparedness*, Federal Emergency Management Agency, <http://www.fema.gov/areyouready/>

Ready business, Sample Emergency plan, Department of Homeland Security, <http://www.ready.gov/business/publications/index.html>

Nonprofit Risk Management Center: <http://nonprofitrisk.org/tools/business-continuity/business-continuity.shtml>

Business Continuity Planning IT Examination Handbook, Federal Financial institutions Examination council, http://www.ffiec.gov/ffiecinfobase/html_pages/It_01.html#bcp