

The Watchful Shepherd

Your Church's Complete Safety Team Blueprint

From the Faith Based Security Network



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PREFACE - WHO WE ARE

The FBSN (Faith Based Security Network) is a 501(c)(3), Christian-Based professional membership association, dedicated to enhancing the professionalism and connectivity of ministry security operators along with supporting ministry leaders, law-enforcement, and first responders, plus professional affiliate providers of products and services.

At the FBSN we believe in scriptural concepts and their applicability to the 21st Century faith-based community. Among those scriptures applicable to who we are is Proverbs 11:14 (NIV), “For lack of guidance a nation falls, but victory is won through many advisers.”

When it comes to keeping those we love safe in our congregations, we lean more into the collective acumen of the membership than the sole opinion of a few trainers and leaders.

In keeping with that value of collective acumen, this book was not written by any one person. Each section was written by one of the leaders in the association, then every chapter, indeed every word, was considered and edited by all into the final book which you now hold.

Those FBSN members most involved in this remarkable collaborative work are Jeffrey Toeppe, Donald York, Ron Miller, Kris Moloney, Richard Hunt, Carl Chinn, and David Dixon.



INTRODUCTION

A message from Carl Chinn, the Founder and President of the FBSN:

In June 2012, I finished my book on security in faith-based organizations. *Evil Invades Sanctuary* was written more as a *why-to* book, with the sub-title *The Case for Security in Faith-based Organizations* to emphasize that intention. It worked well to give those who desire to protect the talking points they need to convince their leadership (and sometimes themselves) of the need.

Since finishing *Evil Invades Sanctuary*, I have traveled the U.S. to speak about faith-based security. Those travels have resulted in opportunities to meet law-enforcement officers, professional security operators, fire and medical first responders, attorneys, insurance professionals, volunteers, and clergy with experiences, interests, and passions in this field.

The most critical event since the release

of *Evil Invades Sanctuary* was the establishment of the Faith-Based Security Network (FBSN). It quickly grew to a membership that spread to nearly all 50 states and Washington, D.C., with members from all stages and experiences in faith-based security operations.

I have learned more from the people I've met and the building cadre of FBSN members than could ever be bound in the pages of another book. Some of those fine professionals serve some of the largest mega-churches in the U.S., while others serve as single-person operators at small churches. All have contributed significantly to the growing file of best practices, great ideas, and practical applications to intentional emergency readiness and response at the facilities and campuses of ministries of all types.

Some ministries still do nothing about the need for intentional security protection. I hope they are correct and their congregations, staff, and visitors

can say they told me so in front of Peter someday – I really do. I pray they're right. I hope to be wrong in my message every day. The best thing anyone can tell me at the end of life's journey is, "Thanks for nothing – we went to all that effort and never had a single issue."

Between those who will probably never do anything and those who do it well, there are a myriad of ministries at various readiness levels.

Some indisputable facts remain: FBO security is here to stay. Most of those who serve in that capacity are volunteers, and an increasing number of those volunteers are armed. Those teams' training and professional readiness differ as much as the denominations and theologies they represent.

This book is a collection gleaned from many professional security operators in churches and other faith-based environments. It is a culmination of the experiences of many, packaged into practical applications for churches of any size and ministries of varying types.

It is only about the safety and security of the people and assets of faith-based environments.

Writing nonfiction is tough. That was the case with *Evil Invades Sanctuary*, even though it was a narrative on why security is a worthwhile consideration for faith-based operations. Writing

nonfiction with a "how-to" purpose is more challenging.

I don't mind that we operate in a heavily opinionated arena. Going through this door, I knew that my work as a whole (or at least in parts) would be scorned by some and valued by others—that's the nature of the business.

And this brings us to some subtle yet essential milestones in the development of this book.

It is no longer I, me and mine. It is us, we, and ours. The FBSN was formed to be collective insight in a space where the leaders were a select few (at best; most often just a single person) promoting their opinions on how to secure our faith-based organizations best.

And it's not a "business." Protecting our friends and families in our faith-based missions is not an industry or a field; it's an endeavor.

We all know security and law-enforcement professionals who would own nothing but a Glock and others who claim they wouldn't pick it up unless it was the last tool available (just after throwing the last rock). That same level of disparity of opinions thrives in almost every subset of how-to subjects in our business.

Some of those opinions are based on the individual's real experiences. But that

doesn't mean that experience is worthy of building a set of how-to best practices.

John Bohstedt stopped a church killer armed with a 12-gauge by rushing him with a soccer move, knocking him down, and then tying him up with a vest (Tennessee Valley Unitarian Church in Knoxville, TN, on 7/27/2008). Jerry Waddell stopped a Church killer armed with a 9mm Sig by throwing a songbook and hitting him in the head (Calvary Baptist Church in Emporia, KS on 3/6/1988).

Both were successful. They both present compelling stories of their successful tactics. But you won't find tactical songbooks or vest-tying techniques in the pages of this book.

As you may have gleaned by now, I did not write this book. I was honored to have a roll and offer some words, but the authors of this book were a collective group of highly experienced professionals who submitted it all to the FBSN Board of Directors to review. My words and theirs were all reviewed and edited as a true example of the collective acumen the FBSN is known for.

Just as the FBSN benefits from collective acumen, this book is written that way. While relative experiences will be shared, when it comes to the famous theme of how to meet a threat at your organization, we had to make it specific enough to be meaningful but generic

enough to give the basics applicable to a wide variety of organization types, sizes, locations, and programs

What keeps us up at night is the responsibility to get it right. In our case, we are ambassadors of critical missions in our respective theological circles. For our primary message to be hampered or hindered by pointless or (worse yet) dangerous suggestions was a genuine concern to face in writing this book.

We are dealing with life safety (at least the subject is not after-life eternity! We leave that theology to others more qualified). Some reading this book will experience violent attacks after they have read it. If you are one of those, your actions (or reactions) will be inspired in part that day by what you are about to read. The effectiveness of your efforts in impeding that evil was a very sincere priority as this book was developed.

We have tried to check our preconceived ideas, cultural opinions, and biases at the door. This work is a sincere effort to bring you the filtered best practices most applicable to our mission.

At the outset, we intended to keep it short and straightforward. One old FBI agent once told a group of church security operators that the "use of deadly force guidelines" should be so short and simple that anyone who has applied such force could recite the guideline without needing to review the manual.

Many are conducting a good deal of research, trying to prevent anyone from killing others. We applaud those efforts and the fine people trying to do something to stop killers. We all hope they make a difference. When there were only four people on the earth, the murder rate was 25%. That was no less than 6,000 years ago. Cain slew Abel at the time of human infancy.

We are glad some are investing in studying how to stop evil people from doing what they do.

Today, there is a lot of focus (even some shared in this book) on the science (or art) of detecting and preventing evil. While prevention is good planning for any security operator, it is not the emphasis of this book.

We don't know everything that makes evil people do what they do. Others can work on that. Developing technology and psychological studies are making interventions better by the year. In the future, there may be more remarkable ways of detecting and preventing evil. We might take a closer look at it by then.

François de La Rochefoucauld said, "Philosophy triumphs easily over past evils and future evils; but present evils triumph over it."

So, for now we want to help you be prepared to stop evil when it enters your faith-based environment. Evil

has entered sanctuaries of every kind, and we don't see that stopping or even slowing soon. We only see it growing based on observations thus far.

If we could cover all aspects in one page, that would be nice. It will take a little more than that, but the hope has been to avoid wasting a word and causing you to spend unneeded moments reading.

At the same time, no book is big enough to cover all possibilities. So, let's get right into it.

The first chapter is an example of the collective understanding we often refer to. *The 10 Standards for Starting a Safety Ministry Team* was originally one of my personal presentations to FBOs. In 2018, I turned that document over to a team of current and former FBSN law-enforcement members who were also part of an FBSN Special Interest Group (SIG) commissioned to edit and reproduce best practices for our members. The version you will read in this book has been further revised and updated by the team who assembled this book.

While you may find other examples of SIG's work throughout this book, the one updated for this publication is drawn directly from the FBSN secure forum's resources.

The bad guys constantly find new ways to conduct their evil, and the good guys

continuously find new ways to interrupt those plans. The escalation never ends, so by the time this book rolls off the printer, some portions will be practically obsolete.

That's OK. It will provide a reason for

the next edition, and the cycle will continue.

So, let's get started, shall we? With all its errors, omissions, out-of-date practices, and potentially harmful ideas, here is the best we can offer now.

CHAPTER 1

TEN COMPONENTS FOR STARTING A SAFETY MINISTRY TEAM

The ten components discussed in this guide are the product of the collective acumen, study, experience, and research by the Special Interest Group—Best Practices (SIG-BP) of the Faith Based Security Network (FBSN). They provide insight for anyone desiring to establish or improve

upon a safety and security program for a Faith Based Organization (FBO). Members of these teams are initial responders trained to react to emergencies or crises that may occur in a FBO.

These components have been identified as:

1. Confirm executive support

2. Conduct a base-line readiness survey

3. Start with what you have

4. Keep it simple

5. Keep it legal

6. Know your insurance agent and policies

7. Network and share

8. Train & drill

9. Develop & procedures

10. It's Like Jazz



These ten components will not answer every question but provide essential elements for consideration.

1 Confirm Executive Support

Executive leadership approval is a requirement to develop a security culture in the Faith Based Organization. Sometimes the thought has simply never occurred to the leadership. Others have dismissed it as an unnecessary subject and of disputable value or consider security as the opposite of faith. Safety and security are based on faith and managed in action. There are ways to approach leadership to attain support. When we settle the spiritual value and practical applications in our own mind first, then we are prepared to influence others.

Consider the teachings in Matthew 6: “*Do not worry about your life, what you will eat or drink, or about your body, what you will wear...*” We shouldn’t worry. We can be confident in our faith, but that confidence doesn’t warrant the dismissal of our responsibility for self-maintenance and social decency. Clothes, drinks, and food are not freely given to us as rewards of faith. They are procured and

managed by our actions.

As Matthew 6 states, the people in our care and the Faith Based Organization (FBO) they have funded with their contributions require intentional protection.

1 Corinthians 13:6-7 tells us that, “*Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres.*”

A seasoned appreciation of scriptural values drives faith leaders. Scriptural references are not to be used as gotcha clauses. Such an approach will fail. But we value these and other scriptural references in conversations with spiritual leaders.

Those leaders will agree there is a roaring lion seeking whom he may devour. We need their support, but we understand folks are also pulling for other things. The sanctuary needs a new carpet, the worship team needs new projectors, and IT must replace a big, outdated, and expensive server. And it all needs to happen this year, or a catastrophe is sure to hit. This is what they are probably hearing from others, on top of the fact that the ministry’s primary

Matthew 6: “*Do not worry about your life, what you will eat or drink, or about your body, what you will wear...*”



purpose could be more successful if no funds were needed for any of these things.

We could operate without executive approval. However, for a program to be the most effective, it should start at the top. True leadership endorsement will make it effective. If thoughtful consideration is presented in the tone of this standard, it should be the bedrock of total support from the executive leadership in a FBO.

That said, FBSN resources are available to assist our members in presenting their case on the importance of a church Safety Ministry Team (SMT). We also provide resources like this to help them put together a SMT, and to develop and implement good FBO security policies. Further, remember that highly respected ministry staff and lay leaders at your FBO who believe in the importance of a SMT can sometimes play an important role in helping share the need for a SMT in the face of conflicting demands for executive leadership attention.

2. Conduct a Base-Line Readiness Survey

Safety and security professionals

agree that a risk study is a must in any industry. If developing a safety plan is worth the time and effort, measuring readiness regarding identified risks and vulnerabilities is also worth the effort. There are many options for such a study:

- Hire a professional to conduct a detailed Risk/Vulnerability Analysis (R/VA). Many security professionals can do this.
- Use a safety/security professional in the FBO that is a member and will conduct it at a discounted price, or as a member contribution.
- Use local law enforcement or fire departments. NOTE: We suggest using both. There will be noted differences between the two; take the most applicable portions from each and develop the best points. Fire safety is important, but of nearly 700 faith-based environment violent deaths tracked between 1999 and 2017, three (3) were caused by fire or smoke (two suicides and one was a homicide caused by a fire

¹
Corinthians 13:6-7 tells us that,
“Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres.”



suicide – all still criminal).

- Use the ministry's liability insurance provider.
- Do it in-house with volunteers.

An R/VA is different than a Readiness Survey. A FBO (small congregations) may learn more from a simple readiness survey than a complex R/VA.

It is better to hire a third party, but some FBOs cannot afford it. Whatever you choose, develop some form of follow-up so you can measure your current readiness and track improvements. Begin with the end in mind. When you set out to conduct (or hire) an assessment (be it an R/VA or a simple survey) ask yourself (and the approval authorities in your ministry), "Are we willing to act on the recommendations? If so, how much of a budget are we willing to allocate?" Don't spend your whole security budget on the R/VA itself.

An effective risk study will have a portion focused on the safety of children, looking for practices solid enough to make sure no child can become a victim of abuse at your ministry.

A problem with detailed R/VA's is their tendency to sit in a file drawer with no action taken because they are often developed in such a way as to not make sense to the people who will actually read and use them. Unfortunately, we have seen some R/VA's that were more of a wordy attempt to impress the reader on the writer's understanding of security than an effort to simply point out concerns and suggested actions.

3. Start With What You Have

Speaking to reluctant troops preparing for the battle at San Juan Hill in Cuba, Teddy Roosevelt told them, "Do what you can, with what you have, where you are." Start an effective program by identifying and organizing existing in-house resources of *People, Parts, and Processes*. Find and recruit the right people first, then let them identify the parts and processes right for the ministry.

Philip Crouse had repaired a door at the Arvada, Colorado Youth with a Mission facility just days before an attack. The door had not been latching and locking, so Mr. Crouse simply fixed it. The killer attacked just after midnight on December



9th, 2007. After killing two, he found himself back out that door in the chaos of the attack. The door latched and locked, and he could not get back in to finish his rampage. Investigators believe he had intended to kill as many as he could, then die himself at that ministry. His plans were cut short because he couldn't get back in. Philip Crouse saved many lives that night but is remembered primarily as one of the two killed. Mr. Crouse saw a problem with a door and fixed it.

The readiness evaluation should identify things that can be corrected, like the door Crouse repaired. Based on this evaluation, start making improvements. It might reveal no door-locking plan (with redundancies) guiding staff through the week to secure the building when they leave. It might uncover that building key control is out of control, and nobody knows how many building keys are floating around among long-gone staff and volunteers.

Too many security leaders (faith-based and others) focus on the deficiencies and complain about a lack of support, funding, or acceptance. We should be grateful for what we have and

make sure what we do have is working right. We like telling people to do what they CAN do with what they have.

“You have been faithful with a few things; I will put you in charge of many...” (Matthew 25:23, NIV)

4. Keep It Simple

We have seen complex plans that spell out every detail. Those details are incredible works, and we respect the professionals who took the time to develop them. While complexity has value, we believe simplicity is better for safety and security operations. While mega-churches may need complexity, most security operations are in small ministries. This document is primarily for those with volunteer security operations.

Remember also, that complex plans, or any plans for that matter, which aren't implemented are ill advised and can actually increase you and your FBOs criminal and civil liability exposure.

Don't launch a safety program with a big budget request. There may be a time for further budget discussions, but don't start with

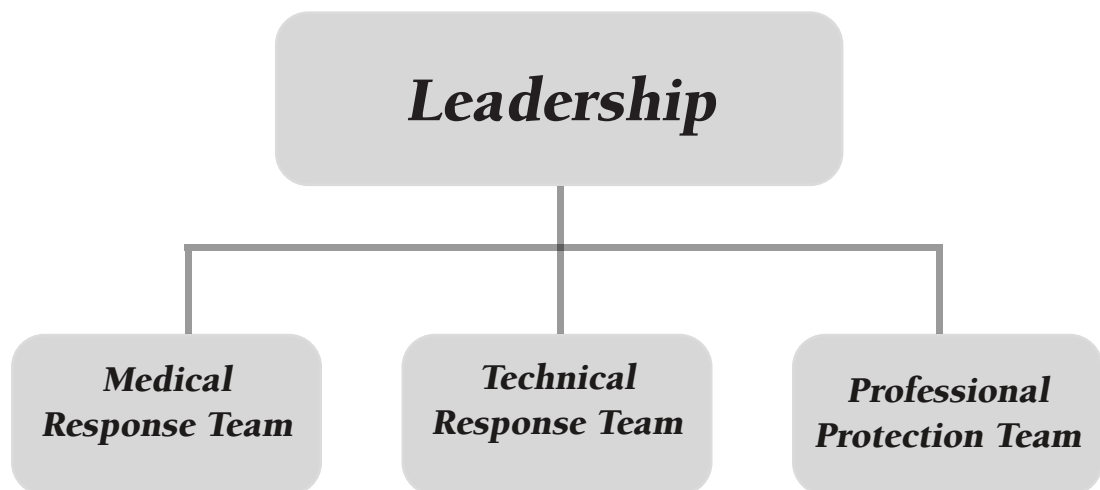
“You have been faithful with a few things; I will put you in charge of many...” (Matthew 25:23, NIV)



more than what is involved around the baseline vulnerability assessment. After real incidents and assessments, needs will be clear. Purchased items will never be the most essential part of operations. The most crucial part of security will always be the people who make readiness more than a word.

Most of those protectors have full-time jobs and responsibilities elsewhere. While we must be professional and effective in safety/security operations, those who serve there must enjoy and understand their service without being overwhelmed. Where volunteer burn-out or spotty participation is an issue, this is often why.

Consider the name of a team; something like “Church Safety Ministry” (CSM) might be good. A Safety Ministry Team (SMT) should operate as a true ministry. Consider a simple organizational chart. When possible, fill these slots with medical professionals, law enforcement, security professionals, etc., but consider other good people with care & protection in their DNA. This team should be represented in FBO leadership, so we recommend leadership directly report to the Senior Pastor or Executive Pastor (to assure accountability). They do not have to be in all team meetings but should be recognized as the program leadership and represent the program in FBO leadership meetings.



Don't forget the day-to-day operations of the program. Many things happen in off-event times when no weekend protection or medical teams are present. Find existing ministry staff willing and able to work during the workweek. Plug them into the appropriate team. Facilities, custodial, or hospitality staff (Technical Response Team) should be a part of any safety program. That can often remedy (at least supplement) office-only and hours safety readiness.

Remember that such a survey should generally not be a one-time exercise. FBO resources are limited, and security issues and priorities can change over time. Follow up surveys can help identify and give focus to changing security priorities over time for both the SMT leadership, your FBO's executive leadership team and board.

5. Keep It Legal

Faith-based security operations require specific knowledge and guidelines in several civil and criminal law areas. These cannot be ignored. The FBOs and your team's well-being rely on compliance with these concepts.

The authors are NOT

attorneys, so the information given in this entire treatise should be researched and verified by you or competent legal counsel. The laws and regulations regarding faith-based security operations vary from state to state and local jurisdictions with a state. You must be familiar and compliant with them. Also, remember that you are not a law enforcement officer (unless you are!) and have no statutory duty to act.

A brief review of the two major types of law: **criminal and civil law.**

Criminal law can result in a criminal conviction with a fine, imprisonment, or both. The standard of proof is "beyond a reasonable doubt." Ultimately, this determination is made by a jury of your peers. Note that "your peers" will not include anyone you know or who has current knowledge or experience in issues related to the case. Law enforcement and the district attorney investigate these cases. Specific Constitutional Rights apply.

Civil law concerns damages to persons or property or violations of "codes" of various



government ordinances or regulations. The standard of proof is much lower than a criminal allegation. The jury decides on the preponderance of the evidence. This threshold is much lower. Lawyers and their private investigators investigate these cases. The rules of evidence can be different from criminal investigations.

These concepts are essential to know and understand as they are the guardrails that keep you in the right lane as a faith-based Safety Ministry Team.

Another fact to remember is that for some purposes FBOs are treated like commercial entities, just like any other business, and require the same level of accountability—While FBO's still have important constitutional protections which they need to carefully guard, in some areas of the law the days of Faith Based Organizations being given more leeway are largely gone.

Consider the following topics, which are the most commonly requiring consideration. Issues needing consideration are not limited to those covered by this document due to unforeseen circumstances or those which may be unique to your situation.



Licensing

The fifty states of this great nation, their counties, and cities have a multitude of variety in their regulation of businesses, especially those providing security services regardless of whether they are “in-house volunteers” or professional security for hire. Some states mandate that ALL security services, volunteer or paid, must be licensed and meet the licensure requirements in that jurisdiction. This often includes FBOs. States and counties may not require licensure, but a city might. You must be thorough in your review of the regulations in your jurisdiction. Contact your city, county, and state attorneys. This should cost you nothing. Most of these are in the civil law category.

Federal Communications Commission (FCC) Radio Licensing

If you have or are planning on purchasing two-way radios, a must for a Safety Ministry Team, you have several choices. The first choice is using “no license required” radios, including Family Radio Services (FRS) and Multi-Use Radio Services (MURS). These are low power,

2 watts or less Ultra High Frequency (UHF) for FRS, and Very High Frequency (VHF) for MURS. They are fixed frequencies (channels) that cannot be tuned or programmed after purchase. They must be “type accepted” by the FCC for FRS & MURS services. Tunable amateur radios are not so “typed” for these services. These will work well for most small FBOs with property limited to a few acres and not a lot of steel and concrete construction.

Amateur radios can be purchased online and made in foreign lands. You can only use them with the appropriate HAM license in the amateur spectrum. A few high-end imports are accepted for commercial use (47 CFR Part 90 and amateur radio). It is more economical to seek strictly Part 90 business band radios in the \$100 to \$200 range. They are programmable and channelized—typically 16 channels. This is important because most of your team will need simple units. You must hold an FCC-issued license for commercial Part 90 radios issued to the FBO or violate federal law with hefty fines. The advantages are that you will be assigned specific frequencies to operate. These are coordinated with other regional business users

to reduce the likelihood of shared frequencies. They are more secure than the more “toy-like” radios of Family Radio Service (FRS) or VHF Multi Use Radio Service (MURS), which many persons monitor. License application and frequency coordination is made by either the dealer from which you purchased the radios or by an independent frequency coordination company—the FCC discounts licensing for private non-profit organizations. It’s not horribly expensive. Seek someone knowledgeable to help you with this. The bottom line is that if you want a more reliable, extended range, better “penetrating” radio system for your FBO campus, spend the money and get quality equipment. You need to be licensed. If you are starting out and getting a budget, start with the FRS radios off the internet; don’t worry about licensing. They are not perfect, but you will be good with the FCC. You might have to listen to kids playing Army, but then you can change to another of the multiple channels, which could get confusing!

Firearms Law

Firearms law is about guns, who can carry them openly or



concealed, where you can carry them, and in what condition. Can you possess them in a Faith Based Organization? Some states prohibit carrying in a FBO in any condition. Some allow concealed carry with the permission of the clergy. Some states have no requirements for a FBO, which are different from any other business. A FBO, being private property, always has the right to prohibit any carrying or conditions of carrying in their facility. There is more to follow on this, but be sure to know the laws in your area.

Self-Defense Law

Self-defense law is about using force for self-defense or the defense of others. This is not “gun law”— but about ensuring you stay alive and stay out of jail. Self-defense law is close to being universal throughout the country, with some minor nuances. Some states have a “duty to retreat,” which can quickly sink a self-defense claim under certain circumstances. The other components are straightforward but not necessarily intuitive. You need to know these components of a self-defense claim. Self-defense is an “affirmative” defense in that you admit to actions that resulted in using force or deadly

force in the action for which you are at risk of being accused. That provides the prosecutor with ninety percent of their case. You must get it right. If your team is going to be armed with any lethal or less lethal weapon or be authorized to use empty-hand techniques, you need to get trained in these principles. The potential civil and criminal charges and consequences can destroy your life. The financial costs of defending charges of homicide or felony assault are astronomical. For financial security, you are urged to strongly consider a legal defense fund membership, especially if you carry a firearm. Remember that this coverage may be important, as well, to supplement any coverage provided for you under your FBOs liability insurance policies while you are providing security for your FBO. There are potential criminal and civil implications even in a claimed self-defense case.

Use of Force

This is directly relevant to the laws of self-defense. However, it is essential to understand what constitutes unlawful use of deadly or less lethal force. An inappropriate “hands-on” escort of a disruptive person could



easily result in a charge of assault or battery. Use of OC spray, tasers, handcuffs, or expandable batons could easily result in a misdemeanor or felony assault charge. Felonies can result in imprisonment in state prison. De-escalation training and skills are a must. Some persons and organizations make a living by goading FBO security and other groups into minor “assault” claims to seek civil compensation for “injuries” or denial of their civil rights.

Laws of Arrest

The laws of arrest or detention of a person are very different for a civilian and a police officer. Additionally, those laws of “citizen’s arrest” and even those for police officers vary from state to state. Your county prosecutor or local law enforcement agency can clarify those for you. The laws governing arrest and detention by private persons vary significantly from state to state. A private citizen must generally have firsthand knowledge (usually witnessing) a crime before they can detain or arrest a person. The legal difference between arrest and detention will vary from one state to another. If the subject is not presenting an imminent danger to an innocent

third party, you might want to let them walk as an option. Again, this is situational but can become an ugly legal issue for the FBO and Safety Ministry Team if such actions are not justified and performed to the letter of the law. The imminent safety of others is a primary concern. There are potential civil and criminal consequences for a “false arrest” scenario.

Laws of Trespass

FBOs are supposed to be a refuge for hurt and broken people. The Gospel guides us to accommodate and assist those seeking our help. However, it can be challenging to provide both the commandments of the Gospel to aid and assist and discern when the Gospel instructs us to protect others from the sinful abuse of innocents. This dilemma is one of the significant challenges of a safety ministry. Trespass situations frequently occur when a disruptive person enters the sanctuary to cause a ruckus. Trespassing can occur at night when drug usage or illegal camping occurs on FBO property. Trespassing can be a prelude to a more severe offense of theft, burglary, assault, vandalism, arson, or any number of crimes. Trespassing is generally



the entry onto private property, engaging in illegal behavior, or refusing to leave when ordered by a person of authority over the property. Unless there is clear signage at given intervals at the property boundaries prohibiting entry, a trespasser must be instructed to leave immediately, clearly, and undeniably.

This instruction is an element of the violation. The subject must reasonably know that they are in violation. This instruction should be witnessed by others if possible. Failure to comply then becomes a violation of the law. The order to leave should be given once you decide that the subject must leave. When so instructed, he is then in violation of the law if he fails to comply. The failure to comply makes the FBO the “victim.” This “status change” from disruptive visitor to criminal violator is significant in ensuing events. Summoning the police as soon as possible when the person fails to comply is essential. This trespassing order is an escalation in the confrontation with the trespasser.

Often, it is wise to consider other de-escalation options first. If the trespassing order is made, you must be ready to deal with that as peacefully as possible but with

the backing of team members and the FBO.

Do you know the boundaries of your property? Are signs such as “*Loitering During Hours of Darkness Prohibited*” posted in the appropriate places? Such postings are dicey. Most FBOs don’t like such signs, especially at the property’s entrances. Such signs and warnings should have the approval of the FBOs governing body.

Domestic Violence and Restraining Orders

Situations involving domestic violence (DV) and restraining orders (usually DV-related) are among the most common and most volatile situations that have the risk of building into extreme violence on FBO property. The dynamics are complex and beyond the scope of this discussion. However, we must address the need for SMTs to be aware of such circumstances and how to deal with them. Several deadly force incidents resulting in the murders of numerous persons have their genesis in domestic violence. Clergy are often aware of such cases as one or both parties may have spoken with them.



Fortunately, violence spilling over into the FBO is rare. It does, however, occur. Most clergy members and lay counselors do not engage in long-term marital counseling but refer to a third counselor outside the FBO. However, some FBOs are large enough to have a counseling center with appropriately trained and licensed personnel for long-term counseling. Sometimes, one party may be enraged at the pastor or staff counselor and blame them when the other party decides to separate or leave the relationship. The person leaving might get a restraining order and go to a shelter or unknown residence to live while the pending divorce or separation cools down or is final. There are at least two primary factors of concern for the Safety Ministry Team and the FBO:

- Is the pastor or staff at risk because of the aggrieved party's anger? Is there a history of violence? If so, consider increasing their security.
- Likewise, suppose the party ending the relationship lives in an unknown location to the restrained person. In that case, the restrained person will likely

know where the other party will be on Sunday morning.

Be aware and understand who the angry person is, and have a photo, a vehicle description, and a copy of the restraining order if one exists. **Get a copy of the restraining order for confirmation and reference.**

FBO Safety Ministry Team personnel cannot enforce the restraining order, but they can be witnesses, contact 9-1-1, and call on behalf of the party holding the order. These are volatile and potentially dangerous situations. Procedures should be in place to deal with these situations in advance, consistent with the legal requirements in your area.

Confidentiality, Privilege and Mandatory Reporting

Confidentiality and privilege are two different legal concepts. Confidentiality is a form of agreement, either by contract or regulation, as in the healthcare industry. Counselors have a contractual and/or regulatory obligation to keep their professional relationships confidential. These "confidential communications" can be obtained by a releasing confidant, nullifying the contract by breach of the agreement, limited



by the terms of the contract or regulation, modified or overcome by conflicting statutes or overcome by legal process. Confidentiality agreements, are often used with lay ministry counselors, for example, but must be carefully written not to make confidentiality promises that are not supported by law. Hence the need for legal advice in putting them together and FBO SMT lead direct involvement in helping develop policies in this area.

“Privileged communications” are those protected private communications involving parties which the law recognizes as normally sacrosanct relationships that generally are not subject to disclosure under state or federal law. Narrow exceptions exist under the terms of the laws creating or recognizing the privilege or based on other, generally, very narrow exceptions that may be provided by law for other overriding public policy reasons. The two most common privileges are the attorney-client privilege and the clergy penitent privilege. States differ on what constitutes clergy penitent privilege, though in most states it applies rather broadly to what the parties intended as privileged communications between an

ordained clergyman and a parishioner. In some states it applies to communications to a church staff member who the parishioner reasonably thought was an ordained clergyman, even if they are not. In a few states it is limited even further. In Washington state, for example, it is severely limited to statements made to clergy in the course of the sacrament of confession. Thus, in Washington state the privilege is limiting to denominations which offer this sacrament and only when this sacrament is being exercised in a clergy – penitent communication. *In the vast majority of states the clergy penitent privilege does not apply to a churches lay counselors though a more limited contractual confidentiality agreement is normally available.*

(See Hammar, Richard Attorney concerning the Washington state case. <https://www.churchlawandtax.com/cltr/1995/november-december/penitent-privilege-not-applicable-when-religious.html>)

Child Abuse Reporting

Another issue that must be addressed is mandatory reporting laws which vary in detail and scope of application from state



to state, but the laws of the majority of US states mandate the reporting of suspected child abuse or neglect even by a pastor in some circumstances. *However, most of these states do include some form of a pastor parishioner privilege communications that may exempt a privileged pastoral parishioner communication from release even in this situation.* That said the scope of this privilege varies significantly from state to state and there are a few states that take the position that child abuse laws trump the pastor parishioner privilege. Further, it must always be remembered that even if the privilege applies, in principle, it only applies to truly confidential communications between a pastor and parishioner. Many informal communications between a pastor and parishioner do not rise to the level of confidential communications. Further, even some states that have a broad pastor parishioner privilege require training of the pastoral staff and others on state laws in this area.

Sex Abuse, Elder Abuse, and the Vulnerable

Again, state laws vary greatly but these three categories are often treated in the same

manner as that concerning the mandatory reporting of child abuse . Even when they are not, it is generally inappropriate for FBOs to engage in internal investigations to “resolve” these matter(s) quietly without police involvement or other reporting to state authorities. In your state it might be illegal as well to do so, and it certainly opens the door for potential civil damages later. The bottom line is that you need to be in close consultation with your legal advisor and notify law enforcement authorities unless privileged relationships laws in your state clearly make it improper to do so. As a general principal, except when privileged communications clearly prevent the FBO from doing so, it is in everyone’s best interest that law enforcement conduct these investigations and proceed according to the law. Let the chips fall where they may. Any perceived or actual cover-up or “keeping it quiet” will generally not end well for the parties involved and has the potential to be the equivalent of an 9.0 earthquake in fragmenting or even destroying a congregation.

Reporting of Threats of Serious Bodily Harm

Another exemption in some



states, that first was applied to licensed mental health professionals based in a case out of California (*Tarasoff v. Regents of the Univ. of California*), resulted in the requirement for them to disclose communications by a patient that would put innocent parties at serious risk of bodily harm. Numerous cases or statutes in other states have supported this concept of a duty to protect and warn, and to override the privilege between mental health professionals and their clients. Further, a somewhat similar exemption applies even to the attorney client privilege. However, interestingly, *as a general rule it has not been extended to the pastor parishioner privilege*. That said, the laws in various states can differ on the nuances of the law in this sensitive area. Further, irrespective of the pastor parishioner privilege in this area pastors may face significant personal ethical issues in how to address this matter when dealing with a serious threat to harm or kill another person. Any such concerns should be addressed in advance by the pastor, SMT lead and your legal counsel.



The key point in all of these situations is to contact your legal counsel in advance of any

problems and make sure you know your specific state laws governing these situations. It is in turn imperative that very well thought out policies need to be developed and implemented by your FBO that include a very good handshake between your FBO SMT and your pastors, lay church counselors, any mental health professionals on staff or working closely with your FBO, and other staff and volunteers dealing with children that are consistent with local law. Further those policies must insure extremely timely notice to your FBO SMT and local police and other state authorities, as appropriate. Remember also, that failure to report these incidents to the local police and any other state authorities, when required to do so can lead to criminal and civil liability exposure in many states, not to mention potentially putting innocent victims at grave risk. A prominent personal injury defense attorney has said that he would rather defend a breach of confidentiality or privilege with a comparatively little penalty if one loses than a wrongful death allegation.

6. Know Your Insurance Agent and Policies

There is nothing like working

with a highly qualified experienced agent with knowledge in sensitive areas of the law, like confidentiality and privilege, and the importance of having good policies in place to help you understand and minimize the potential liability potholes for your FBO and your SMT members. We can't be serious about security or safety or minimize the potential exposure of our FBOs SMT if insurance is unknown to us. When any ministry establishes an insurance guideline with their prospective liability insurance carrier, they would have answered a survey regarding operations. Things may well have changed significantly since that questionnaire was done, but the insurance must represent current conditions and operations. Your FBOs operations director, or their equivalent working closely with the head of your SMT is responsible for insuring that your agent has updated information on all liability insurance policies.

An incident is not the right time to get your agent's business card. Further, all SMT leads should meet insurance inspectors whenever they inspect your facility. Understand the big-ticket issues associated with insurance and intentionally minimize those

risks for your FBO and your SMT.

One of the primary reasons FBOs have been in court for many years have been sexual abuse of a minor by someone in charge (staff or volunteer) at the church. Know why and what could have been done differently in those cases. More importantly take steps to avoid this liability in advance for your FBO, and staff and volunteer SMT members. Other major scandals that rock a FBO have included:

- Embezzlement.
- Theft of property and money.
- Misuse and mismanagement of other resources.
- Not to mention the potential exposure from other abuse claims or failure to undertake critical background checks on proposed staff and key volunteers who later violate the law. Even absent an actual violation of the law, your FBOs mishandling of these or other security issues can put innocent parties at risk and greatly



undermine the reputation of your FBO and its SMT.

On a related issue, the operations director, or equivalent, for your FBO, with key inputs from your SMT lead, needs to review the ministry's use of any buses and/or vans you, to examine their associated risks, to include any security implications and the importance of good insurance coverage.

While patrolling buildings, providing excellent pastoral protection, and having great practices to keep kids safe from abuse, the most significant risk could be untrained drivers, poorly maintained vehicles or unwise policies regarding their use. Consider everything from DMV records to fleet safety and associated insurance. Just as FBOs are most often in court because of abuse, large-capacity vans and transportation-related incidents can also result in huge payouts for FBO liability insurers.

Also critical to FBOs are "thorough, top quality" background checks on staff and volunteers including notably those involved in children's ministry and all those serving the SMT of your FBO. Standard checks of conviction records at

the state level are not sufficient. In many states, most court records are accessible online. A reputable background check company can also check federal court records, court orders including restraining orders, litigation history, domestic violence, and arrests, even if they did not result in a conviction, and other issues important to your FBOs decision regarding membership on your SMT. Likewise, it is strongly recommended that those background checks be updated periodically. Many professionals suggest that this should be done at least every 3 years, if feasible. It is also recommended that you also check social media and do a general web search, which can be done at no cost by you.

Types of insurance to consider are:

- *General Liability:*
Covering a wide range of liability exposure risks to your FBOs operations, including covering of accidents and injuries on ministry property as well as fleet operations) It is also imperative that this and related coverages for your FBO, staff and volunteer team be as broad



as possible, including coverage of your SMT, to the extent feasible, and that any exceptions be narrowly drawn.

- *Workers Compensation:* (required coverage for staff, but seldom covers volunteers unless your state-mandated workers compensation authority specifically requires it)
- *Kidnap/Ransom/Medical insurance* for travel is crucial if sending missionary efforts into some countries and is worthy of consideration in any foreign country.
- *Use of Force, Legal Defense Plan:* While not really “insurance,” (it depends on each state’s interpretation of their insurance regulations) a legal defense plan from providers like Right to Bear or U.S. LawShield (both FBSN affiliates) is highly recommended to supplement the insurance coverage provided by your FBO, for both the FBO as an organization, as well as staff and hopefully your volunteers who bear arms

as part of their duties with your FBO. These legal defense plans are particularly important to supplement any coverage provided by your FBO given the higher potential liability exposure both corporately and personally for those who bear arms

7. Network and Share

Any 12-year-old with the ability to see, scream, and point could have stopped one of the most infamous assassinations in U.S. history had they known John Wilkes Booth was about to attack Abraham Lincoln. But it takes intentional effort to gain knowledge of and interrupt evil. It didn’t happen on April 14th, 1865, and few have done it yet. Actionable intelligence is the strategic observance of helpful information regarding known or developing concerns, documented and disseminated in a way that allows for preparation (if not prevention) of the problem. Those concerns can be global, regional, site-specific, human, structural, animal, or environmental.

Site-specific:

Any organization (a FBO,



business, or grocery store) has human dynamics within its collection, some of which have gone bad. The SMT leader(s) should know everyone on staff personally, regularly visit them and key volunteers, including, notably, those on their SMT! This is the most effective way to discover legal protection orders against staff or congregant volunteers, with a criminal or civil litigation background, those with emotional, mental, or social instability, or other brewing issues. If concerned that knowing such things about people isn't good, understand it isn't anything new and is not wrong or illegal (but know slander, libel, privacy, HIPAA, and other legal guidelines and explore options for handling of voluntary information shared by volunteers including confidential lay counseling relationships and those under clergy/penitent privilege). Paul wrote to Timothy about Alexander, the metalworker who had caused problems for the early church. He said, "*You too should be on your guard against him...*" (II Timothy, 4:15 NIV).

Regional:

Beyond your doors, good reasons exist to work with other ministries and law enforcement

in your area. Develop or join an area safety coalition, starting with the largest faith-based organizations in your area. Once this group is established, request an introductory meeting with representatives from area (federal, state, and local) law enforcement agencies to explore ways you may share "sensitive but not classified information" and training resources with each other.

Conmen have operated successfully in some areas because there were no tools for FBOs to share information – they were silos and stove pipes of information.

GLOBAL: Many U.S. faith-based operations send or support missionary efforts in other parts of the world. If protecting your people here is worth doing, it is worth doing for your people there. If you have members in foreign nations, become a member of the Faith-Based Operators Working Group of the Overseas Advisory Council (of the U.S. State Department) and insure your liability insurance policies cover your overseas operations and personnel.

Whether internal, regional, or global, know others and share information to help them be



successful.

8. Train & Drill

“We don’t rise to the level of our expectations; we fall to the level of our training.”
Archilochus (ancient Greek poet and soldier)

The U.S. has the best law enforcement and military worldwide due to training. Any sports team that rose to the top was well-trained. There is no pass-on training for people of faith. David trained with his slingshot before he killed Goliath. If a SMT doesn’t train and drill, they don’t believe anything will ever happen and won’t be prepared for it if and when it does. A plan that hasn’t been tested or exercised is called a “theory.”

Training should focus on the adrenalin fueled human stress response to violent encounters, including tunnel vision and other physiological responses. Killer kids pick up a real gun and envision their attack as if it was a video game. Their training has come through X-Box. When they face an armed, trained, and confident defender, the effect of adrenalin may surprise them. Violent thugs may have been

to a range (most have not) and may be able to shoot well (most can’t), but they probably have not been through tactical training and lack nobility of motives for their actions. Most criminal killers can’t handle a confident, capable, and noble defender. We default to our training. Answer violence with the confidence of training and end it quickly. While preparing for the potential for most violent forms of attack, good training is needed for all readiness levels.

Such an incident is like a three-ring circus and conjures notions of undisciplined chaos. On more careful consideration, those who conduct and participate in a three-ring-circus are very talented folks with well-disciplined and trained coordination. The dynamics of safety and security in a FBO environment sometimes need a ringmaster to organize and keep things moving. Good training reinforced with good drills will enable diverse personalities to work in dynamic environments to prevent, mitigate, and recover from unpredictable and harmful situations.

Initial training for deadly force incidents) doesn’t have to be expensive or cost-centered,



but teams, especially if some are armed, should practice, and evaluate the environment in combination to maximize safety. Advanced training such as that provided by ALERRT (<https://alerrt.org/>) may not be readily available or financially accessible. There are alternatives for some basic skills. Of all the categories of training to invest in, First Aid, Cardiopulmonary Resuscitation (CPR), Automatic External Defibrillator (AED), Stop-the-Bleed, and practice with the related supplies (bandages, tourniquets, scissors, tape, wound dressings, etc.) should come even before tactical training.

Exercises/drills must be performed to validate training. Fire safety awareness (including drills) for schools has prevented fire deaths since 1958. We should take lessons from school fire training and drill models and apply them to incident readiness for all scenarios at FBOs. Some FBOs have Citizens Emergency Response Team (CERT) teams. CERT teams love drills. FBOs can ask to host a CERT drill.

Schools have now developed security plans and drills in addition to fire training. Contact local law enforcement to discover

what types of training and drills area educational facilities are using. Get introduced to the school security directors. There is no need to reinvent the wheel.

9. Develop Guidelines & Procedures

Procedural readiness varies from nothing documented to thick binders that few have time to read, and fewer can apply when it counts. We have seen big binders of emergency procedures that no volunteer would read. It is critical to maintain simplicity and develop effective guidelines and procedures. In fact, un-utilized SMT guidelines can actually increase your FBOs liability exposure.

Guidelines are statements about a given subject, while procedures are a guide to handling the guideline. An example of guidelines and procedures regarding someone pitching tents in the parking lot (a real problem for some FBOs) may be something like the following. Check with legal counsel as to the proper usage of terms such as “Policy” and “Procedures” versus “Guidelines” or other similar terms.



Loitering guideline:

ABC Church does not allow loitering or encampment on the property.

This *guideline* allows security members and staff to consistently respond when they see someone setting up camp or living out of their vehicle parked on church property. (Note: While a guideline like this is a statement, it does not by itself guide dealing with the problem; that is what procedures do.

Procedure:

1. If people are observed loitering or camping on the property, approach them with two (contact and cover) FBO representatives.
2. Ask to see their driver's license or other identifying information.
3. Record their personal and vehicle information.
4. Explain the loitering guideline and ask if they need to meet with a pastor and if they have immediate needs.
5. Offer to introduce them to

the benevolence ministry.

6. Do not make promises of benevolence. If they agree to meet, escort them to an area, preferably in the view of surveillance cameras and in the presence of others but not into the pastor's office, or if it is outside of business hours of pastoral staff assist them, as necessary, in the process for arranging an appointment with the appropriate FBO staff member or volunteer.

Benevolence or counseling responses should also include an understanding of the loitering guideline.

FBOs should develop guidelines and procedures for protecting children. There is no more important area, and it must be prioritized to sustain a FBOs life.

Guidelines and procedures for using force in criminal action intervention should be developed and documented after a careful legal and insurance interface. Consider adopting a "response continuum" (sometimes called a "force continuum").

Following an incident, all members should enter notes



into an electronic, searchable, and sortable incident response log. Incident reports must also document anything that happens and be accurate, comprehensive, and timely. Finally, a post-event Action Review must be compiled and discussed with the entire security/safety staff whenever a significant incident occurs. This review can be done on the incident report form.

Any guideline should be supported by a procedure(s). However, not all procedures require a guideline statement. Standard Operating Guidelines (SOG) cover numerous scenarios, some of which may not have a guideline.

Consider contacting a local school or university to get a copy of their safety/security guidelines and procedures in electronic format to edit for your ministry. Those school plans are typically well done, with legal reviews, regional applicability, and local law enforcement familiarity.

10. It's Like The Making Of Jazz...

No plan will ever cover every possible scenario, regardless of attention to detail. Emergency planners often hear the question,

“What do you do with a fire evacuation during a lightning storm?”

The answer? “You punt.” Work up a reasonable, made-in-the-moment course of action with contingencies that are best suited for your unique situation.

Emergency planning is a lot like a football huddle. Players develop a plan and then assign positions of who blocks where and who will run down which sideline. But as soon as that ball is snapped, the field changes from how it was envisioned in the huddle. The talents on a team should be versatile enough to move towards the goal by dynamically reading the play and each other, being constantly aware of the lay of the field, individual strengths, weaknesses, and positions, and the historical tactics and positions of the opposition. A speaker at a U.S. military symposium once described a major incident response as more like Jazz than a symphony. The musical piece is carefully and rigidly choreographed and orchestrated in a symphony. Each musician follows the arrangement and conductor to strike the correct note at the right time with perfect pitch and rhythm. In Jazz, however, one



talented musician leads, and others join in (often one at a time) until a sound materializes with flow. Jazz pieces are never played exactly alike in any two performances by the nature of their style. Done well, however, they produce a very moving and enjoyable experience. His point was that not even after the most thorough training and mountains of documents by the U.S. military does a battle go precisely by the book. Security operations in any environment are dynamic. Having no plan is reckless, but over-planning is futile.

Having a plan somewhere in between these two extremes that recognizes the need for a fluid response based on the unique and changing dynamics of each situation is vital. Avoid overly rigid and overly detailed plans that are unrealistic or that you

will never use as a poorly thought out or unrealistic plan not trained for and utilized can actually increase your FBO's liability exposure in the case of a poorly handled security situation.

Develop the plan with a vision of success. Return to normalcy is central to all security planning. With faith-based security, normalcy means everybody is safe, and the primary ministry's purpose can continue. Security responses in significant events will always be more like Jazz than a symphony. A plan that is only 70% complete is better than 0% and will yield better results.

Appendix information: Please look in the appendix section for chapter one. You will find a variety of checklists and other information that may be of assistance to you.



CHAPTER 2

BUILDING THE SAFETY MINISTRY TEAM

Introduction

This section focuses specifically on choosing and keeping the Safety Ministry Team personnel. It is more complex and demanding than most other FBO ministries. A Safety Ministry Team is an extraordinary ministry requiring a distinct decision to commit to the congregation, staff, clergy, and fellow team members. Training is needed, and the consequences of failing to perform the duties of the “sheepdog” role can be severe. Being a Safety Ministry Team member is a “calling,” not a hobby and should be an outgrowth of a deep commitment to your Christian faith. It is also not a simple function to participate in FBO activities, but more akin to being a lifeguard at the beach. A Safety Ministry Team member must be willing to assume the obligation of this responsibility. The rewards of the role are the (sometimes delayed) appreciation of the FBO family

and a personal sense of providing a safe place to worship without the anxiety of the external world. It is a unique sense of contribution to protecting the FBO family. “Not on my watch” --maybe frequently boring but always essential. A person of evil intent must focus only once, for a short time. The “sheepdog” must be on alert all the time.

Steps to Putting the Team Together

1. Create a well-defined job description defining what Safety Ministry Team Member duties are and what they are not. This definition is critical for many reasons, including defending the FBO from potential legal action. A Safety Ministry Team member is NOT a law enforcement officer (unless regularly employed as such), and “wannabes” should be carefully discerned. John Wayne and John Wick are plentiful in the movies but



not real life.

2. What are the character traits you desire in a team member?
3. What are the skill sets, experience, and people skills you want on the Team?
4. Identify Prospective members of the Safety Ministry Team.
5. How do you invite a candidate to be “called” to the Team?
6. The application and vetting process for applicants
7. The background vetting process
8. The interview
9. The induction and orientation of the new member
10. Ongoing training

Creating a list of Prospects

The “team personality” will depend on the culture and relationship with the clergy and governing body. Some FBOs will put a notice in the FBO bulletin in the “help wanted” section for volunteer Safety Ministry Team members. The FBO may have a job description with a team leadership contact, which would be abbreviated from the formal job description on the application.



Advertising may work well in some cases, but “security” positions are highly likely to attract problematic and inappropriate people for the volunteer job. It can work, but you must prepare to sort out those who do not fit the desired candidate’s qualifications. The bigger the pond, the more fish. A mega-church may get some outstanding candidates but lots of squirrels. Ideally, applicants should have been members of the congregation with a strong Christian faith commitment and who have attended your FBO long enough to be known well. They are no longer strangers and have developed relationships in the congregation and community. The other option, the preferable one for many FBOs and particularly smaller FBOs, is the “personal request to consider a calling” made by the pastor. Smaller FBOs often have the benefit of closer personal relationships. Forming a “First Steps Committee” to create the job description and identify potential Safety Ministry Team candidates meeting the desirable character traits and skill sets that are already known are reviewed and contacted. In most situations, the following steps are sequential to putting your Team together. The “How to” process starts with identifying who you want to have

on a team.

Identifying and recruiting new members is an essential and ongoing process. There are turnovers in all ministries. For existing teams, you can ask other team members if they have anyone in mind to recruit. Interaction by the Safety Ministry Team leader with other ministry teams may also identify potential team members. Recruiting is a planned activity. It is better to have too many members than not enough! It must be apparent to all in the FBO that the Safety Ministry Team is there to serve THEM and that membership in the Team is not a “closed clique,” especially in small FBOs.

Desirable Prospects

A servant’s heart is fundamental. “Blessed are the peacemakers and merciful.” A Safety Ministry Team member promotes the spreading of the Gospel. First, look for the desirable characteristics and those with the skill potential, including a willingness to train and maintain skills.

Character Traits

You will choose the members of the Safety Ministry Team based on their character and personality

traits. In addition, each candidate must complete an application, reference check, and background check. Applicants at this process stage will fall into two categories: Those whose character traits are known and those who are not known. Those whose traits are known not to meet the Team’s standards can be dropped from further consideration. All others who meet the desired qualifying criteria move on for further consideration by completing the background screening.

First, let’s review desirable character traits.

Character Trait Qualifications for Membership on the Safety Ministry Team

To be chosen for membership on the Safety Ministry Team, a candidate must:

- A committed Believer in Jesus Christ
- Be of good character
- Be able to work well as part of a team
- Be faithful; attend FBO regularly
- Be physically able to do the



job

- Have no disqualifying criminal convictions

Good Character

“Good Character” is a general term with several meanings.

Here are some things to look for:

- Self-Controlled

The ideal Safety Ministry Team member has an even temperament and can manage his emotions and maintain composure even in difficult or stressful situations. Such a person is slow to lose his temper and is more likely to think before speaking. The ideal person shows appropriate respect for authority and demonstrates restraint, discipline, and good judgment.

- Discreet

Look for people who can keep their own counsel. The FBOs security plans and procedures should only be available on a need-to-know basis. Safety Ministry Team members should never share the specifics of these sensitive documents with anyone outside the Team. The best people for the Safety

Ministry Team are those who can keep confidential information confidential.

Furthermore, the Safety Ministry Team will occasionally witness or be called upon to handle delicate family matters or personal issues that FBO leaders must address. The most common of these is medical or domestic violence information. Without question, Safety Ministry Team members must be honest and should never attempt to hide criminal behavior, character traits that may make them unsuited for this role, or otherwise misrepresent the truth.

Team members should never spread gossip or rumors, talk to outsiders about a private matter they witnessed, release victims’ names, or otherwise share incident details without authorization from FBO leadership.

- Honest

You always want to ensure you can trust the information a Safety Ministry Team member reports. Therefore, honesty and personal integrity are essential for Safety Ministry Team members.

- Dependable



Look for punctual people who will show up when scheduled to work. Similarly, look for people who follow directions and pay attention to detail. Ask yourself, for example, will this person reliably complete all tasks assigned to them? Can I count on this person to promptly complete all required reports and paperwork?

- Hospitable

By this, we mean people who exhibit a courteous, conscientious, business-like manner in the FBO. They should have gentle spirits and be gracious enough in their dealings with others so that others are willing to listen to them, learn from them, and obey them. Such an attitude is necessary because Safety Ministry Team members sometimes have to instruct or correct FBO members or get them to comply with a safety rule. You are looking for people who can do this without ruffling feathers, being rude, or being overbearing.

- Works Well as Part of a Team

Being on the Safety Ministry Team requires cooperating with others and working as a team. You want people who can

follow directions and work with other team members. You want people who can communicate reliably and accept instruction or correction when necessary. You don't want someone who makes decisions and takes actions you and others are unaware of. That "lone wolf" working style is inappropriate for the safe and effective functioning of the Safety Ministry Team.

- Faithful/Attends the House of Worship or serves the FBO Regularly.

While government and private law enforcement organizations usually cannot require this, you can and should seek men and women of faith to be part of your FBO Safety Ministry Team. The ideal candidate should be a FBO member who attends regularly. They should regularly study the Bible and make time for prayer. They should be striving to live in a manner pleasing to God. It's perfectly OK in your interviews to ask a candidate about their spiritual life and relationship with God.

**Specific Skills and Traits
Desirable in a Safety Ministry
Team Member**

Create a list of candidates of



desirable character (or lack of known undesirable character pending the background check). Select those with the desirable knowledge, training, and experience in activities relevant to the job including those who have law enforcement or military experience (active or retired). The ability to communicate and de-escalate are necessary soft skills. The Team aims to protect the flock (and resources) rather than just enforcing rules and appropriate behavior. Those applicants who are martial arts or firearms instructors with a protector's mindset are valuable assets. Instructors can also help train team members as an added benefit if they have the proper credentials if required by your insurance company.

Those candidates with medical experience, mental health training, and experience are valuable team components. Physicians, Nurses, Emergency Medical Technicians (EMTs), Therapists and mental health professionals, Cardiopulmonary Resuscitation and Basic Life Support (CPR/BLS) instructors, and those serving in the military as Medics or corpsmen may be valuable team resources. EMTs are especially suited as they focus on the emergency first response

care needed. The same is true for therapists and mental health professionals experienced in mental health crisis intervention. A high percentage of disturbing incidences on faith-based property involve mental illness, which is increasing in society. Don't overlook school teachers and education administrators. They have all been "playground monitors" and are concerned with school safety and training in fire, disaster, and active shooter response in their capacities as teachers and staff. They are often very ready to watch over the flock. Facilities, Construction and Hospitality workers are beneficial in identifying environmental hazards to the congregations.

Do not rule out people with other backgrounds who have that "servant's heart" and are willing to learn new skills. Sometimes these people may become your best team members.

Approaching the Prospective Team Member

When a potential applicant with the character, traits, desire to train, pre-existing training, experience, and skills are identified, it is time to make the invitation. The designated team leader or pastor should do this.



That will help seal the seriousness of the commitment to join.

The Vetting Process

No Disqualifying Criminal Convictions.

A person is not qualified to serve if they have a conviction of a felony, or criminal sexual conduct, assault, theft, larceny, burglary, robbery, unlawful entry, extortion, defamation, buying or receiving stolen property; using, possessing, manufacturing, or carrying weapons unlawfully; using, possessing, or carrying burglary tools unlawfully; possession, production, sale, or distribution of narcotics unlawfully, unless an expungement by the court has been granted. States may vary in their definition of a felony. However, any relevant conviction, be it a misdemeanor or felony, should be considered. Likewise, involvement in civil litigation raising serious questions about whether they have the character traits needed for this critical role should be considered including restraining orders, and situations suggesting serious anger or lack of self-control issues.

Making false statements on their

application to be on the Safety Ministry Team, making false statements in any document submitted, or withholding information requested on the application to the FBO should automatically disqualify a candidate.

Application, References, and Background Check

There should be a formal application process for the Safety Ministry Team.

You won't have to reinvent the wheel if you can use the same application and process already in place at your FBO for job applicants. Ensure the FBOs job application requires the candidate to consent to a background check using the appropriate legal language. The application should also include a clear job description of a Safety Ministry Team member. You'll need to add these to the application if it doesn't. Having all this on the same form is preferable to avoid loss or failure to provide such at the time of application. Applicants should also be told that the identities of those providing specific comments will be confidential and not shared with the applicant. The applicant can argue the accuracy of the



statements however the reference source will not be revealed.

The applicant may figure it out, but they shouldn't hear it from you! If the interviewer discusses relevant negative comments, the comments need to be related so that the identity of the reference person is not intentionally or carelessly revealed.

The application may include an optional request to list all contacts with law enforcement where they were a victim, witness, or suspect, including the location, agency, nature of the incident, resolution, and dates. The time to look back will vary from jurisdiction to jurisdiction and is also governed by the Fair Credit Reporting Act and other federal and state agencies.

Your guidelines should clearly state that Safety Ministry Team members serve "at will," which means Safety Ministry Team members have the right to resign from the Team at any time without having to explain. It also means that FBO leadership can require a Safety Ministry Team member to leave at any time. See the section on Discipline and Dismissal below.

The application process, structure, and how "deep a dive"

you want to take is up to each FBO. Though Christian ministries typically have more leeway in the questions they can ask applicants as religious organizations, you should consult with a labor attorney to ensure that however you proceed, it is clear and not afoul of good practice and the various regulations that change over time.

Once an application has been received, all applicants must be treated in the same way in terms of how you process them and what information you require of them. It is only fair and reasonable.

Applicants should be required to:

- Submit a complete application form
- Provide references
- Submit a Criminal History Record and Background Release Form that includes access to civil cases of possible concern including any restraining orders issued against them.
- Pass a detailed background screening check as discussed in more detail earlier in these best



practices guidelines.

- Sit for an interview
- Successfully complete training and probationary period.

Evaluating Candidates

The applicant review process should be rigorous enough to weed out candidates who would not bring the right skills and personal traits to the job. Be careful of choosing someone simply because they are friends or longstanding FBO members—especially if you have reservations about their ability to do the job. Be mindful that you only want people on the Safety Ministry Team that you, FBO leaders, and the congregation can depend on in potentially tricky situations.

For this reason, you want to be as impartial as possible, reviewing each candidate's information and considering what you know about them and how they conduct themselves inside the FBO community. To remove any pressure on you to choose specific individuals who may not be suitable for the job, consider creating a Selection Committee to review applications and make recommendations. Also, Pastoral

staff should always be consulted for inputs on any applicants. Your final decision will be based on your review, pastoral staff input and the committee's recommendations.

Calling and talking with personal references (from the application) and the previous Faith Based Organizations attended is especially important. You may find that when talking with someone during this process, they may be more accessible with information than just responding to an email asking for a reference. It is preferable to have a background check before the interview. A thorough review of the reference's responses and all persons who know the person in the FBO environment is critical. Such a review would include past congregations of membership and the extent of their prior active involvement in their current church and other churches they have attended. Background screening for criminal convictions and other disqualifications is a vital component.

References and Background Checks.

All candidates should be required to submit to a criminal history check. As part of the application



process, the candidate should be required to complete a Criminal History Record and sign a Background Release Form consenting to release information about their criminal background. An applicant who refuses to complete a Criminal History Record or a Background Release Form has voluntarily withdrawn from consideration.

In recent years there has been a trend in some jurisdictions to treat volunteer organizations to hold their selection process to the same standards as if you were hiring them for employment. Research this for your state and county, but again remember that Christian ministries typically have more leeway in this area based on the 1st Amendment to the US Constitution.

BEWARE! There are strict federal and state regulations regarding how many years have passed since a past conviction can be used to disqualify a person from a job. Ask your screening agency what those restrictions are for your jurisdiction. If they don't know, interview another screening service.

Interview those pre-employment background screening services and confirm their appropriate

licensure, the extent of services, and the jurisdictions to which they cannot access. Due diligence in selecting highly regarded background screening services that provide the depth and variety of information you need is critical. The screening service will report (but not necessarily verify with the court or agency of jurisdiction) any past legal entanglements. Confirmation of those records can generally only occur from the court of conviction or resolution. Only third-party collection of convictions and registrations are available in the public data sources. Third party data brokers have been known to occasionally be in error and inaccurate. Their "update" periods vary widely according to their business plan. With a signed release, you might be able to get records from the law enforcement agency involved for details related to an incident for which there is no conviction. Still, the circumstances of that incident might be available for discussion during the interview. Request the screening service to provide residence records for the previous five years to help ensure previous residence locations.

Note that some criminal background check services are more comprehensive than



others. Try to use one that searches as many jurisdictions as possible. There is no 100% effective background screening. Even the FBI National Crime Information Center (NCIC) is not foolproof. Data brokers offering pre-employment screening DO NOT have access to NCIC, and law enforcement will not provide access. There are severe penalties to agencies that give out NCIC information. Only accredited law enforcement agencies can access NCIC.

The FBSN Affiliate, Protect My Ministry (<https://www.protectmyministry.com>) provides background check services. Please consider them in your review of services.

Candidates who have a concealed carry license for a firearm from a jurisdiction requiring an FBI fingerprint check were not found to be convicted felons, sex offenders, domestic violence offenders, convicted users of illicit drugs, dishonorably discharged from the military, or other prohibited classes of persons under federal law cannot get such a license. Hence, a concealed carry license is an excellent aid to the screening process. Just because a person has a concealed carry license

doesn't mean they are a suitable candidate. A person who seems over-enthusiastic about firearms and use of force, and now wants to join a security ministry should be cautiously screened.

If a discrepancy is found between the candidate's description of their criminal history and other information they have been asked to provide and the information obtained from the screener, the candidate should be allowed to explain the difference. If the explanation is satisfactory, you may, at your discretion, continue to consider the candidate for the Safety Ministry Team. If the candidate's explanation is not acceptable, the candidate should no longer be considered.

The candidate's references should be adequately questioned as well. Sometimes, in a rush to bring someone on board, you may be tempted to skip the reference review. But that is extremely unwise. You are encouraged, instead, to review all information, including social media, provided about the candidate so that you can obtain as complete a picture as possible of the person's strengths, weaknesses, character, and abilities. Again, we stress that you might need to depend on this person in an emergency,



and you want to be confident you are bringing the right person on board.

The Interview

The screening, application, and reference interviews aim to gather as much information as possible, positive, and negative, BEFORE the interview with the applicant.

If you have a pre-existing relationship or knowledge of the candidate, consult with someone who does not or your FBO administrative advisor or your pastor for an additional perspective. Examine yourself with their aid as to whether you should disqualify yourself as a primary interviewer because of your relationship with the candidate, making it difficult to be unbiased and objective. This is normal human nature. An interview panel of several interviewers followed by that panel discussing their impressions (outside the presence of the candidate) is an excellent way to avoid bias in future decisions.

Before the interview, you may elect to remind the applicant of the assumed truthfulness of their statement and that if facts are later found untrue

or misrepresented, such misstatements can be grounds for disqualification. If they wish to change and submit corrected information, now is the time.

Conducting an excellent job interview will require some advanced thought and preparation. Before the interview, review all the information collected on the candidate thus far. Also, consider what you know personally about the candidate. Presumably, you have been members of the same FBO family or other relationship for some time. Reflect on how the applicant gets along with others. Is the candidate well-regarded? Is the candidate respectful of others—even when they disagree with their point of view? Does the candidate display humility and thoughtfulness when interacting with others?

Make a note of any concerns based on what the candidate has submitted or what you know about them. Identify activities or experiences in the candidate's past that you want to know more about. You can ask questions about any of this and questions that will explore the candidate's suitability for the Safety Ministry Team role. You may want to write your questions in advance so



you don't forget to ask anything. Avoid simply reading questions during the interview.

Instead, conversationally ask your questions, even though you have prepared them beforehand.

Open-ended questions are better than yes-no questions and better than questions that can be answered with just one word. The idea of an interview is to encourage the candidate to talk as much as possible. For example, try not to ask, "Do you consider yourself trustworthy"? This is a "yes-no" question, and the obvious answer is "yes".

Instead, rephrase this question in a way that invites candidates to describe themselves or their actions in more detail: "Tell me about a time when others required you to be trustworthy. What did you do? How did you demonstrate your trustworthiness?"

Other questions might include: "What was your experience in your previous FBO?" "Did they have a Safety Ministry Team?"

During the interview process, it is essential to share information and expectations regarding the role and duties of the SMT. These

could include: How often are they expected to serve? What attendance requirements for team meetings are expected? What additional training is required, and how often it is held? What is the qualification process for defense tools? Are they meeting in small groups and serving in other ministries? Can they focus on their relationship with the Lord without distraction? Are they willing to use force to protect others? Have they shared this with their spouse? The more you get this out in the open, the better the recruit understands the commitment required to serve.

Remember that someone who prefers only to carry a less lethal weapon, or even no weapon, can still be helpful to a Safety Ministry Team. The Team needs people who can be a calm voice to 911, a greeter to arriving first responders, a calming presence to the congregation, a provider of First Aid, and the list goes on.

After the interview, take a few minutes to write some notes. Record your impressions, including the candidate's strengths and any reservations you have. These follow-up notes will be handy if you're interviewing several candidates. It's easy for the candidates to run



together in your mind or to forget which candidate said what. That will be less likely to happen if you have notes.

The Applicant is Accepted— Now What?

The new team member should be introduced to the rest of the Team, welcomed, and assigned a mentor to review existing policies, procedures, or guidelines (however they are called). A training plan, appropriate training materials, and available videos should be established. If your FBO uses an online, commercially prepared training program, enroll them immediately and set a completion date as part of their probation. Such programs are of great value as they ensure that the entire Team has the same fundamental knowledge base. Again, once “out of the academy,” their training will continue and be required. This should not be news to them as these expectations would have been included in the interview.

Mentors should be rotated, and the new member should be trained in all aspects of the SMT function.

After a probationary period, the new member’s performance is

evaluated with them, and their status is confirmed as a full team member. If they do not complete their probationary period satisfactorily, then FBO guideline will review their status.

Training

An essential part of participation on the Safety Ministry Team is training. Safety Ministry Team members should be required to attend training when they first join the Team. In addition, they should be directed to participate in regular refresher training sessions throughout the year. Team members working in law enforcement (or having previously worked in such a capacity) should not be exempt from participating in the required Safety Ministry Team training. All Safety Ministry Team members should understand the importance of regularly updating and refreshing their skills and staying abreast of FBO safety guidelines and procedures.

It is up to the SMT Lead to develop and conduct (with the assistance of other qualified individuals he or she selects) the training sessions based on the goals and directives of the Safety Committee.



Discipline and Dismissal

It's best to decide in advance what the consequences will be for failure to follow Safety Ministry Team procedures and infractions of Safety Ministry Team rules. Get guidance from the Safety Committee and FBO legal counsel about appropriate discipline. Issue discipline objectively and fairly; be sure your decision to discipline someone is based on a rational evaluation of the facts and not out of emotion or anger.

Occasionally, it may be necessary to dismiss a Safety Ministry Team member. Again, be sure this is done based on a thorough review of the facts and in consultation with legal counsel. Because Safety Ministry Team members serve at will, they can be required to resign at any time without explanation. However, if dismissal is related to their Team-related behavior or performance, it is recommended that the reason for dismissal be made clear. Grounds for dismissal might include:

- Conviction of a felony in the community
- A history or known act of committing domestic

violence

- Committing a criminal act inside the FBO (e.g., stealing or selling drugs)
- Immoral acts while on duty, especially as related to minors
- Serious outbursts of anger or other actions bringing their character or ability to deal well with people into question
- Blatant disregard for processes and procedures
- New information bringing their suitability for service in this capacity into question. (It is recommended that updated background checks be undertaken periodically. As noted earlier some organizations consider a recheck every three years as desirable because of new information and changing circumstances.)

Safety Ministry Team members subject to dismissal should have the right to appeal the decision. The Safety Committee should develop an appeal process and procedures for handling Safety



Ministry Team members who feel they are being wrongfully dismissed.

Maintaining Team Morale

Never forget! Teams that have fun and bond in other ways besides Sunday morning can reduce burnout! The fellowship of a Safety Ministry Team is unique and rewarding. Organized activities such as going to the range, ball games, movie night (Monty Python in Search of the Holy Grail?), and maybe even the Zoo! Engage in “people watching” exercises at a local mall. Fun and good training. Have some playtime! Maintaining membership will be challenging if the ministry doesn’t have some fun built into the seriousness of our calling. Above all else, Pray together all the time!

Additional Consideration in Maximizing Security at your FBO if resources allow.

It probably goes without saying, and is generally not an option for financially tight smaller FBO’s, but consideration should be

given, if feasible, to contracting with a visibly armed off duty local law enforcement officer in uniform to provide on-site protection to your mass gatherings, including notably, for churches, your religious services. The utilization of such a law enforcement officer should help serve as a deterrent against potential security situations, as well as, potentially, a source of a more immediate law enforcement response if a serious security incident takes place. In this case ideally the law enforcement officer in question should come with a marked vehicle at or near the entrance to the FBO’s parking lot as an added deterrent against potential security situations. Obviously, the use of any such off-duty law enforcement officer should be undertaken in close collaboration with your SMT with written policies governing the handshake between them. Also, the terms of their service will need to be carefully coordinated with the police agency they serve with a well written agreement put together in close collaboration with your legal counsel.



CHAPTER 3

STANDARD OPERATING GUIDELINES

No guideline manual can possibly address every situation that may happen. Team members are expected to apply the collective information within their guidelines, personal knowledge, training, and experience to unforeseen situations to respond reasonably and appropriately based on the information available at the time. These guidelines will not address safety topics, as several comprehensive systems are already available. The FBSN strongly recommends that your FBO obtain and use a system that works for your facility and is recognized by your insurance carrier. You will want to have numerous guidelines including many topics. The “I love U Guys” Foundation guidelines provide examples for many topics designed for schools and businesses for the following topics:

- Child Safety/Youth Protection

- Sexual Misconduct Guidelines
- Lockout/Lockdown/Shelter-in-Place procedures

Of the many things they offer, the “Standard Response Protocol” is a well-laid out plan that emerged from other experiences of the leadership. Some are better fits than others, but the Standard Response Protocol is strongly recommended for adaptation into your planning.

We suggest you look at the resources on their website:
<https://iloveguys.org/The-Standard-Response-Protocol.html#Mission>

In this document we provide additional guidelines for your review.

EXAMPLE DISCLAIMER:

The Safety Ministry Team is our best attempt to ensure the safety



of our guests, congregation, and staff. Safety is neither guaranteed nor assured. The guidelines outlined in this document are considered optimal.

The guidelines below are in electronic editable format for all

current active FBSN members as part of their membership and kept (in their latest version) for members to download on the FBSN website at <https://www.fbsnamerica.com/safety-ministry-guidelines>



EXAMPLE GUIDELINES – EDIT TO FIT YOUR TEAM

Guideline Number:	G-01
Title:	Establishment of the SMT Guidelines
Effective date:	
Author (s):	
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

PURPOSE

This document establishes the guidelines for the [YOUR FBO NAME] Safety Ministry Team (SMT).

That is what the FBO does.

GENERAL PHILOSOPHY:

Your FBO must present an open, welcoming environment to people we don't know. This involves people who may be in a crisis, looking for a family-friendly environment, need encouragement, and are looking for a FBO with welcoming arms.

Today's world has seen violent, senseless acts performed against FBOs, schools, businesses, and government buildings by people who have a variety of reasons that may make sense only to them. To feel the need for an armed, defensive presence in the FBO is a terrible thing. It is a more terrible thing to need that presence and not have it. [UNARMED TEAMS MAY CHOOSE TO DELETE THESE PREVIOUS TWO SENTENCES] As a host of many people, much



more commonly we can expect to experience a variety of other types of emergencies, medical, mental health, fire, weather, etc., that we must be ready to respond to.

Therefore, [YOUR FBO NAME] has established a Safety Ministry Team (SMT) to serve this congregation.

As it says in Nehemiah 4:9 “And we prayed to our God and set a guard as a protection against them day and night.”

MISSION STATEMENT

The mission of the Safety Ministry Team is to maintain a vigilant presence during services and other events to keep our guests, members, and staff as safe as possible while realizing that a defense against all possible forms of violence or another type of emergency is neither possible nor practical. Some SMT members may be discretely armed and must be prepared to use their firearms safely to effectively stop the threat of an armed assailant in a crowded environment.



PROCEDURE:

These Guidelines are subject

to review on at least an annual basis and will be revised as needed. Any updated versions will be provided to the [YOUR FBO NAME] [APPROVING AUTHORITY FOR YOUR FBO] and the insurance company providing coverage for the SMT.

There are two categories of SMT members:

A. Intervention Capable Member (ICM): SMT members armed with lethal and/or less lethal weapons.

B. Non-Intervention Capable Member (NICM): SMT members that choose not to carry lethal or less lethal weapons.

Emergency procedures of “Hold, Secure, Lockdown, Evacuate, and Shelter” will follow the guidelines of the Standard Response Protocol obtained from the i love u guys Foundation at <https://iloveugays.org/The-Standard-Response-Protocol.html>

Revision History:

[Insert dates of any revisions here]

Guideline Number:	G-02
Title:	SMT Standards of Conduct Guidelines
Effective date:	
Author (s):	
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

GUIDELINE

In support of their service to the SMT, all members agree to the following:

- A. Practice precepts of service, integrity, accountability, and honesty in all duties.
- B. Serve in accordance with all local, state, and federal laws.
- C. Prevent and discourage discrimination or mistreatment of another person regardless of their membership in or involvement with your FBO with regards to race, sex, age, or perceived abilities.
- D. Use the SMT's resources
- E. and products to serve and protect our faith-based community without seeking personal gain or any outside purpose without prior approval from the leadership.
- F. Protect all information entrusted to me from public release in any way without prior approval of the leadership. This Operation Security (OpSec) obligation does not end with service to the SMT but continues indefinitely.
- G. Review, stay current with updates, and abide by the guidelines as stated and updated in this document.



- G. Attend a minimum of 4 hours of training each year.
- H. Intervention-capable members (ICM) will attend additional training, at least two qualification sessions per calendar year for firearms and one session for less lethal tools.
- I. Non-Intervention Capable Members (NICM) should attempt to avoid being the initial contact with confrontational subjects. Their focus can be on assisting the congregation and guests to avoid hazards, contacting 9-1-1, and/or contacting first responders upon arrival as needed.
- J. A team member may be removed for violating these standards. Removal is based on a sustained allegation of inappropriate behaviors. All allegations will be investigated by a team member appointed

by the Team Lead.

Disciplinary actions will be reasonable for the sustained violation. These actions can include remedial training, suspension, or termination from the team.

- K. All SMT members serve on an “at will” basis.

Recordkeeping Requirements

The SMT Lead or designee will maintain training records for at least 3 calendar years plus the current year. [It is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Revision History:

[Insert dates of any revisions here]



Guideline Number:	G-03
Title:	SMT Use of Force Guidelines
Effective date:	
Author (s):	SMT Co-Leaders
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

GUIDELINE

The [YOUR FBO NAME] Safety Ministry Team (SMT) is committed to following guidelines for the use of force and deadly force in accordance with:

[Insert the statutory citation specific to your state that defines self-defense and/ or defense of others. i.e., for Wisconsin, it is “WI STAT 939.48 Self-Defense & Self-Defense of Others.” For Colorado, it is “18-1-704 Use of physical force in defense of a person.” Another supplemental resource is to use jury instructions for force or self-defense cases in your state. They are written for

“regular” people on the jury]

This guideline applies to all SMT members working at a [YOUR FBO NAME] sanctioned event and performing their assigned duties.

Force will not be used against another person unless reasonable alternatives have been used and/or the threat of physical or bodily harm to another is so imminent that failure to intervene may result in injury or loss of life. If force is used, only a reasonable amount of force will be used to control the situation. Force will not be used to protect property unless the offender’s actions are so significant



and immediate that property damage could reasonably turn into personal injury or death to the offender or others. An example might be throwing a fire bomb (arson) at an occupied structure.

DEFINITIONS

- A. Bodily Harm:** means physical pain or injury.
- B. Great Bodily Harm:** bodily injury which creates a high probability of death, or which causes serious, permanent disfigurement, or which causes a permanent or protracted loss or impairment of the function of any bodily member or organ or other serious bodily harm.
- C. Deadly Force:** force used by an actor that the actor knows, or reasonably should know, creates a substantial risk of causing death or great bodily harm. The intentional discharge of a firearm in the direction of another person or at a vehicle in which another person is believed to be constitutes deadly force.
- D. Physical (less lethal) Force:** force used by an actor that does not have the purpose of causing nor

create a substantial risk of causing death or great bodily harm.

- E. Authorized Device:** a legally possessed device they have received permission from the [YOUR FBO NAME] to carry and use in their assigned duties, and for which they have:
 - a. obtained training in the technical, mechanical, and physical aspects of the device; and
 - b. developed a knowledge and understanding of the law, rules, and regulations regarding using such a device.

PROCEDURE

A. Force Considerations

In determining what force is reasonable under the circumstances, a person should consider:

1. the severity of the incident.
2. whether the individual(s) poses an immediate threat to the person's or others' safety.
3. other relevant information the person reasonably believes to be true at that time.



B. Use of Deadly Force

It is the guideline of this [YOUR FBO NAME] to accord persons discretion in using force to the extent permitted by law. An actor may not intentionally use force that is intended or likely to cause death or great bodily harm unless the actor reasonably believes that such force is necessary to prevent imminent death or great bodily harm to themselves or another person:

1. Justification for the use of deadly force:

a. Imminent Threat Criteria

- i. Weapon (firearm, edged weapon, club, other device, etc.): Weapon means that the person has a conventional or unconventional weapon capable of inflicting death or great bodily harm. Guns and knives are examples of conventional weapons. Unconventional weapons such as baseball bats, chains, bricks, and broken bottles can also cause death. Some people can inflict death or great bodily harm with their hands or feet. For example, repeated kicks to the head are certainly capable of

maiming or killing.

- ii. Intent (is displayed or indicated): Intent indicates that the subject intends to cause great bodily harm or death. Intent might be shown by acts, such as pointing a weapon at you or rushing at you with a knife, or may be verbal, such as stating they are going to kill you.
- iii. Delivery system (the ability to carry out the attack): Delivery system means that the person can use the weapon to harm you. For example, a person with a knife 50 yards away on the other side of a high fence denies them the ability to use the weapon against you.

b. Preclusion:

- i. A lesser degree of force would be inadequate or ineffective: You must reasonably believe that deadly force is necessary before using it. This means that even when a person has the intent, weapon, and delivery system to put you under imminent threat of death or great bodily harm, you can only use deadly force if no other reasonable option is available. You may not have the time or ability to do



anything else except shoot, and you are not expected to make unreasonable or ineffective attempts to stop the assault before shooting. For example, a person being shot or stabbed cannot be expected to try using pepper spray before employing deadly force.

c. Target Requirements:

- i. Target Acquisition (you have acquired a target): *You must have a target. Firing your gun indiscriminately is not acceptable—you must have a specific target.*
- ii. Target Identification (target is identified as an imminent threat): *You must identify your intended target as the source of the threat. Just because you have acquired a target does not mean it is correct.*
- iii. Target Isolation (mitigate target without harming others):
You must be able to shoot without recklessly endangering innocent bystanders.

If feasible, a person should give a verbal warning before using or attempting to use deadly force. The use of deadly force must stop as soon as the threat stops. It is not reasonable to intentionally

use force intended or likely to cause death or great bodily harm for the sole purpose of defense of property.

C. Use of Physical (less lethal) Force

It is the guideline of [YOUR FBO NAME] to accord persons discretion in the use of physical force to the extent permitted by law. A person is privileged to threaten or intentionally use force against another for the purpose of preventing or terminating what the person believes to be an unlawful interference with his or her person or others, by such other person. The actor may intentionally use only such force or threat thereof as the actor reasonably believes is necessary to prevent or terminate the interference.

General Rules Governing Use of Force

1. If it is safe, efforts should be made to call 9-1-1 and wait for Law Enforcement to mitigate the situation.
2. Force should be used only if you reasonably believe a lesser response is inadequate.
3. Before carrying a firearm, SMT members shall be vetted and approved per [YOUR



FBO NAME] Guideline. This includes documentation that they received training and instruction about firearms safety and accuracy, the proper use of deadly force, and State statutes regarding such force. Such training and instruction shall continue regularly and frequently.

4. Before carrying an authorized device, all persons shall receive training and instruction in its use, including training related to its use in deadly force and other than deadly force situations. Such training and instruction shall continue regularly and frequently.
5. SMT members will carry and use only authorized devices unless exigent circumstances pose an immediate threat to the safety of a person or the public, in which case an improvised device may be used. An example would be a non-intervention-capable team member using a fire extinguisher as an aerosol and/or impact weapon to counter a threat.
6. With [YOUR FBO NAME] 's approval, persons may modify, alter, or cause to be altered an authorized device in their possession or control.
7. Protracted force encounters jeopardize the public's

safety, [YOUR FBO NAME] personnel, and the aggressor. Accordingly, a person should use discretion to determine reasonable force options or de-escalation techniques to bring a subject under control as quickly as possible. This Guideline should not be construed to require people first to attempt using types and degrees of force that reasonably appear inadequate to reduce the threat or disturbance.

8. A person may announce their intention to use reasonable force.

Recordkeeping Requirements

The SMT Lead or their designee will maintain Use of Force training records for at least three calendar years plus the current year. [It is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Revision History:

[Insert dates of any revisions here]



Guideline Number:	G-04
Title:	SMT CCW Guidelines
Effective date:	
Author (s):	SMT Team Leaders
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

GUIDELINE

It is the guideline of the [YOUR FBO NAME] Safety Ministry Team (SMT) that SMT Members may not carry deadly weapons unless they have been vetted and approved by the SMT Team, Team Leaders, and there are no objections by the [YOUR FBO NAME] [INSERT NAME OF THE APPROPRIATE APPROVING AUTHORITY FOR YOUR FBO, SUCH AS THE "Elder Board."] An SMT Member may not carry less lethal weapons unless they have been vetted and approved by the SMT Team and Team Leaders.

REFERENCES

[INSERT THE APPROPRIATE STATUTORY REFERENCES FOR YOUR STATE , FOR EXAMPLE:

WI Statute 941.23 Carrying concealed weapon

WI Statute 175.55 License to carry a concealed weapon]

G-01 SMT Use of Force Guideline

SMT CCW Sign Off Form

SMT Firearms Skills Assessment

DEFINITIONS

A. Deadly Weapon: means any weapon that may cause Great



Bodily Harm or that can inflict Deadly Force. These may include firearms, knives, saps, brass knuckles, etc. These may include firearms, knives, saps, brass knuckles, etc.

- B. Less Lethal Weapon: means any weapon, when used properly, that does not have the purpose of, nor creates a substantial risk of, causing death or great bodily harm, such as OC Pepper Gel, Batons, Electronic Weapons (i.e. Tasers), Kinetic Energy Weapons (i.e., Byrna), etc.
- C. Physical (less lethal) Force: force used by an actor that does not reasonably and purposely cause death or great bodily harm or create a substantial risk of causing it.

PROCEDURE

- A. A SMT Member who desires to carry a concealed deadly weapon must complete the following vetting process. This process is documented on the CCW Guideline Sign-Off Form:
 - 1. Before applying for SMT CCW approval, the candidate should have one year of experience serving on the SMT to determine the candidate's demeanor and character. The one-year requirement may be waived if the candidate is an active Law Enforcement Officer (LEO) or a retired LEO (RLEO). At the discretion of the SMT Leaders, the one-year period may be shortened based on the candidate's qualifications.
 - 2. CCW interview with vetting team—SMT Leaders, one LEO (or RLEO), and one or more other team member
 - a Focus on temperament and personality as well as verbal, observation, de-escalation, and firearms proficiency skills.
 - b A second background check will be done if one has not been completed within the previous 12 months.
 - 3. A person desiring authorization to carry concealed must complete:
 - a A CCW class, which includes gun safety, situational awareness, threat avoidance, legal aspects of force, defensive shooting skills, firing accuracy, etc., conducted by a Certified Instructor, LEO, or an Academy.



- Or, other documented training based on the candidate's qualifications (approved by the SMT vetting team).
- b Passing the "Firearms Safety and Shooting Skills Review" (See Safety & Shooting Review Form). This skills review must be completed at least twice per calendar year to maintain this authorization.
- 4. Complete interview with the vetting team—SMT Leaders, one LEO or RLEO, and SMT team member(s) authorized for CCW.
 - a Final review of temperament and personality appropriateness, demeanor, and commitment
 - b Level of responsibility that armed security requires
 - c Verification of active Defensive Gun Use Liability insurance policy
 - d Approval of the type of weapon(s) authorized to carry, the holster(s), and defensive ammunition used.
 - e Authorization will be for three years and then need re-approval by a vetting team to include a required updated background check.
 - f Re-authorization will be required every three years.
 - g Authorization can be revoked immediately by SMT Leaders if:
 - i. Universal firearm safety rules are not followed.
 - ii. Inappropriate gun use is observed, brandishing, showing off, not keeping concealed, joking about firearms or firearms misuse.
 - iii. Behavior issues such as observed anger, hostility, verbal, or physical threatening, etc.
 - iv. Change in physical ability such as stroke, loss of hearing, eyesight, etc.
- 5. By recommendation of the vetting team, the candidate is authorized for CCW and the SMT member's name will be forwarded to the [YOUR FBO NAME] [INSERT NAME OF THE



APPROPRIATE APPROVING AUTHORITY FOR YOUR FBO such as “Elder Council.”] Recommendation of the vetting team will constitute approval unless the [APPROVING AUTHORITY] objects.

- a If the [APPROVING AUTHORITY] objects, it will inform SMT Leaders and be responsible for meeting personally with the candidate to communicate reasons for objection.
- b Authorization for CCW is withdrawn once the candidate is informed of the objection.
- c If remedial measures are possible to overcome objections, a remedial action plan will be developed by the Elder(s) in coordination with the SMT Leaders
- d If the remedial action plan is completed and documented, the SMT member may resume the vetting process or authorization for CCW

B. Other Requirements for SMT Member requesting CCW Authorization:

1. SMT Team Member must

have a valid Concealed Carry [License or Permit – if required in your State for Concealed Carry].

2. Active Defensive Gun Use Liability Coverage Policy is **strongly** encouraged.
 - a A minimum Coverage of \$250,000 is suggested.
- C. Less Lethal Weapon Authorized Device Approval Process:
 1. SMT members must complete documented training in the technical, mechanical, and physical aspects of the device and
 2. develop a knowledge and understanding of the law, rules, and regulations regarding the use of such a device; and
 3. have a thorough understanding of the SMT use of force Guidelines (G-03); and
 4. be authorized by the SMT Team Leaders

GENERAL RULES FOR CCW

1. Before carrying a firearm, SMT members shall be vetted and approved per this Guideline. This includes documentation that they received training and instruction about



- firearms safety and accuracy, the proper use of deadly force, and State statutes regarding such force. Such training and instruction shall continue in an ongoing basis.
2. Before carrying an authorized device, all persons shall receive training and instruction in its use, including its use in deadly force or physical (less lethal) force situations. Such training and instruction shall continue in a regular training program.
 3. SMT members will carry and use only authorized devices unless circumstances exist that pose an immediate threat to the safety of the person or the public and require the use of a device or other object that has been improvised to counter such a threat.
 4. With SMT Leader(s) approval, persons may modify, alter, or cause to be altered an authorized device in his or her possession or control.
 5. This Guideline applies only to SMT ICM Members. [YOUR FBO NAME] does not restrict concealed carry weapons for members or visitors to [YOUR FBO

NAME] who are legally permitted to so by [YOUR STATE] Statutes provided their conduct while doing so is safe and reasonable.

6. **OPEN CARRY:** SMT members who are authorized to carry concealed weapons must discretely conceal their weapon(s) – open carry is not allowed unless circumstances exist where it would be expedient to do so (at the direction of the Team Leaders or Incident Supervisor).

AUTHORIZED DEVICES

1. Firearms: The firearm carried must be a high-quality handgun [OR LONG GUN IF YOUR FBO CHOOSES TO AUTHORIZE THEM] from a recognized manufacturer, and carried concealed in a holster or carried bag. SMT ICMs must also carry at least one reload (spare magazine, speed loader). The handguns used must be no smaller in caliber than .380 and no larger than .45. [INSERT LONG GUN CALIBER INFORMATION HERE] Ammunition must be factory ammunition produced by a major manufacturer such as (but not limited to)



Winchester, Remington, or Federal designed for self-defense. No full metal jacket ammunition should be considered as “duty” ammunition.

2. Less Lethal weapon:
The only authorized less lethal weapon is Pepper Gel. It must be carried in a concealed manner.
[INSERT LANGUAGE HERE IF OTHER LESS LETHAL WEAPONS ARE AUTHORIZED BY YOUR FBO]

Recordkeeping Requirements

The [YOUR FBO NAME] Safety

Ministry Team Leaders will maintain records and documents pertaining to this Guideline for 3 years plus the current year. [It is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Revision History:

[Insert dates of any revisions here]



Guideline Number:	G-05
Title:	SMT Communications Guidelines
Effective date:	
Author (s):	SMT Training Coordinator & Team Leader
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

GUIDELINE

It is the guideline of the [YOUR FBO NAME] Safety Ministry Team (SMT) that SMT Members are not authorized to speak to media or post on social media regarding incidents or actions at [YOUR FBO NAME], unless authorized by the Lead Pastor (or designee), the Chairman of the [YOUR FBO NAME] [APPROVING AUTHORITY], or SMT Team Leader. An SMT Member should refer media to the Lead Pastor or Chair of the [APPROVING AUTHORITY] or designated [YOUR FBO NAME] Spokesperson.

Notice of Interest (NOI)

forms are used within [YOUR FBO NAME] to facilitate communication of concerns, threats, risks, etc. ***NOI forms should be kept confidential and not shared with outside parties unless authorized by the FBO Board of Directors or other BOD approved authorizing authority.***

PROCEDURE for General Communications:

- A . SMT Member who is asked to comment on an incident by a reporter or other individual should refer them to the Lead Pastor (or designee), Chairman of the Elder Board, or designated [YOUR FBO



NAME] Spokesperson.

1. This does not restrict SMT members from communicating with first responders.
- B. Personal confidential information entrusted to the SMT to carry out their duties should not be shared with others outside the SMT, Pastoral Staff, or Staff Members as appropriate.
- C. This guideline does not restrict or inhibit SMT members from reporting crimes or illegal activities in any way, nor does it prohibit communication with law enforcement officials conducting investigations. However, there may be times when your FBO legal counsel should be consulted before making public statements or responding to other legal inquiries.
- D. SMT Team members' personnel files and other information kept by the SMT Leader shall be secure.

PROCEDURE for Notice of Interest (NOI) communication and NOI form.

- A. A NOI form, in electronic

format (Word document) or hardcopy format (if a workstation is not available), is completed to communicate and keep a record of actual or potential situations, individuals, groups, vehicles, etc. that pose a concern, threat, or risk to [YOUR FBO NAME]. The Pastoral Staff can complete this form to communicate threat information to the SMT or by SMT Members to share with other team members and/or the Pastoral Staff.

Recordkeeping Requirements

The [YOUR FBO NAME] Safety Ministry Team Leader will maintain records and documents pertaining to this Guideline for 3 years plus the current year. [It is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Revision History:

[Insert dates of any revisions here]



Guideline Number:	G-06
Title:	SMT Security Camera Guidelines
Effective date:	
Author (s):	
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

PURPOSE

To regulate the use of security cameras to protect the legal and privacy interests of [INSERT FBO NAME], its members, and guests.

OBJECTIVE

The function of the security cameras is to:

- A. Reduce the potential for crime.
- B. Resolve disputes.
- C. Capture criminal activity.
- D. Provide remote access.

access to the cameras are SMT members and senior staff. If available, an SMT member will monitor the cameras during events. Staff members are encouraged to monitor the cameras when SMT members are not present.

- B. Except for the normal overwriting process, no footage will be deleted from the system without the express permission of the Safety Ministry Team Lead and the [STAFF MEMBER DESIGNATED BY FBO].
- C. The Safety Ministry Team Lead and [STAFF MEMBER DESIGNATED BY FBO], or their designee, are

PROCEDURE:

- A. Personnel authorized remote



authorized to download and provide security camera footage to law enforcement personnel only as part of an investigation, unless otherwise authorized by the BOD based on advice of counsel. Whether or not to request a Search Warrant, subpoena, or other official request will be decided on a case-by-case basis.

issue will be saved for at least 3 years plus the current year. [It is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Recordkeeping Requirements

Video of key incidents that may be criminal or pose a liability

Revision History:

[Insert dates of any revisions here]



Guideline Number:	G-07
Title:	SMT Aggressive Benevolence Seeker Guidelines
Effective date:	
Author (s):	SMT Co-leaders
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

GUIDELINE

[THIS IS A SAMPLE GUIDELINE ONLY, INSERT YOUR FBO GUIDELINE HERE] It is the guideline of the [YOUR FBO NAME] Safety Ministry Team (SMT) that SMT Members are directed to inform benevolence seekers to contact the Pastoral staff on a weekday per the Community Care Ministry Benevolence Guideline. No requests for benevolence are to be accepted on Sundays.

PROCEDURE:

- A. If SMT Members become aware of benevolence

seekers on a Sunday, they should contact the Incident Supervisor and politely inform the benevolence seeker of the [YOUR FBO NAME] Guideline.

- B. However, SMT Members may provide an informational handout with contact information for community services and the [YOUR FBO NAME] main phone number.
- C. If appropriate, SMT Members may request the benevolence seeker's contact information, which that individual can provide at their sole discretion. The person will be advised that this identification information will be sent to the



appropriate member of the pastoral team for future follow up of their request.

1. Personal confidential information entrusted to the SMT to carry out their duties should not be shared with others outside the SMT, Pastoral Staff, or Staff Members as appropriate, except as authorized by their legal counsel.
- D. Should a benevolence seeker become aggressive, treat them as a Disruptive Person from G-08

Recordkeeping Requirements

The [YOUR FBO NAME] Safety

Ministry Team Leader will maintain records and documents about this Guideline for three years plus the current year. [It is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Revision History:

[Insert dates of any revisions here]



Guideline Number:	G-08
Title:	SMT Disruptive Persons Guidelines
Effective date:	
Author (s):	
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

PURPOSE

While each circumstance will be different, this is to establish very general procedures to deal with a disruptive person or group.

REFERENCE:

G-03 Use of Force Guidelines
G-07 SMT Aggressive
Benevolence Seeker Guidelines
G-09 SMT Protesters/Auditors
Guidelines

PROCEDURE:

A. Should a member or visitor open carry a weapon on [YOUR FBO NAME] property, the SMT Incident

Supervisor or designee should gently and politely ask the person open carrying to either conceal the firearm (if they can legally do so), lock it in their vehicle, or leave the premises, explaining that open carrying could distract or disturb attendees. If the individual does not comply, Law Enforcement should be contacted to remove the person from [YOUR FBO NAME] property. G-09 SMT Protesters/Auditors Guidelines may also apply to this situation.

B. If a disruptive person is to be contacted, if possible, SMT members will notify other team members of the



- situation's nature and location and request assistance. If no team members are available, the SMT member should ask the help of other members of the staff or congregation.
- C. If it is safe to do so, de-escalation techniques are always the first choice when dealing with disruptive persons. Attempt to direct the person to a location where the conversation will not disrupt any in-progress event and which has camera coverage to video record the contact.
 - a. While these techniques are being used, consider moving congregants and guests away from the disruptive person's area if the disrupter refuses to move. This provides safety and lessens the likelihood of someone nearby escalating the situation.
 - D. If de-escalation appears unlikely to succeed, inform the person that they are now trespassing and must leave the premises.
 - E. If they refuse, tell them to leave, and that law enforcement has been notified.
 - a. Notify 9-1-1 at this point, reporting that the person is causing a disturbance. A disturbance call has a higher priority than a trespassing call. If possible, the person notifying 9-1-1 should be close enough to observe the situation, but not be directly in contact with the disruptive person.
 - b. Send an SMT member out to contact law enforcement when they arrive and guide them to the location of the situation.
 - c. Strongly consider deploying the Safety Banner to immediately identify team members to arriving law enforcement, especially if force has been used.
 - d. If it is safe to do so, any weapons out should be holstered when law enforcement arrives.
 - F. While waiting for law enforcement, consider either ending the event and clearing the area (denying the person their audience) or physically escorting the person out of the room. Based on the totality of the circumstances at that time, choose the option that seems safer.
 - a. Certain individuals may learn they can end



events at will. If you are dealing with such a disruptive person, group, or situation, consider denying access or immediately escorting them out at the beginning of the disruption if it appears safe.

- G. Allow law enforcement to take over the situation when they arrive. The decision to press charges will be made by the Safety Ministry Team Lead, [Staff member designated by FBO], or their designee.
- H. If there is a concern of the disruptive person causing multiple incidents, consideration should be given to obtaining a Protection Order [or the appropriate

type of order or warning for your jurisdiction].

Recordkeeping Requirements

An incident report will be completed for any incidents of this nature. These incident reports should be retained for a minimum of three years plus the current year. [It is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Revision History:

[Insert dates of any revisions here]



Guideline Number:	G-09
Title:	SMT Protesters/Auditors Guidelines
Effective date:	
Author (s):	
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

PURPOSE

While circumstances will differ, this establishes very general procedures for dealing with First or Second-Amendment Auditors or other protesting individuals or groups. Adequate discernment between lawful expression of beliefs and disruptive, dangerous, or unlawful behavior is necessary. Some people are self-appointed to test and document the FBOs response to comply with their perceived rights under the First Amendment (generally free speech and freedom of religion) or Second Amendment (generally the right to bear arms) to the US Constitution. They may or

may not be part of an organized group. [YOUR FBO NAME] must be prepared for such events.

OBJECTIVE

[YOUR FBO NAME] must be able to discern lawful protest and disruptive behaviors from unlawful activities. Unlawful behavior needs to be managed in the context of practical and legal options.

REFERENCE:

- A. The First Amendment to the Constitution states that: "Congress shall make no law respecting



an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.”

- B. The Second Amendment to the Constitution states that: “A well-regulated Militia, being necessary to the security of a free State, the right of the people to keep and bear Arms, shall not be infringed.”
- C. G-02 SMT CCW Guideline
- D. G-08 SMT Disruptive Persons Guideline

GUIDELINE

Whenever possible, our goal is to make any protest or audit of our FBO a “non-event.” Once a person or group is identified as conducting a protest or audit, the best practice is to keep them in a public area and not allow them onto the FBOs private property. If they are on the FBOs private property when they start their protest or audit, we will follow the Disruptive Persons Guideline.

The congregation and guests should be advised of the activity, as appropriate, and urged not to interact with it. Such interaction

will likely only exacerbate the problem and encourage future similar events.

PROCEDURE:

- A. If a group contacts us about a planned protest of our FBO, law enforcement will be notified in advance of the event scheduled for their advice and support. If the event happens without notice, the Safety Ministry Team Lead (or designee) may consult with staff about needing a law enforcement response. If there is no safe opportunity for that consultation, the Safety Ministry Team Lead (or designee) will simply direct that a call be placed to 9-1-1.
- B. Be aware that auditors and protesters will likely be well versed in what they can do legally. Be prepared for them to actively incite you to cross legal lines so that they can pursue criminal or civil penalties. This can be a money-making endeavor for them.
- C. Such persons are also likely to be wearing video or audio recording devices.
- D. Be aware of the Guideline on open carry of weapons and ensure that it is followed. The unnecessary presence



of visible weapons may exacerbate the situation.

Recordkeeping Requirements

An incident report will be completed for any incidents of this nature. Such records should be kept for at least three years plus the current year. [However, it is highly recommended that your team keep records longer and that your length of record

keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Revision History:

[Insert dates of any revisions here]



Guideline Number:	G-10
Title:	SMT Suspicious Article/ Bomb Threat Guidelines
Effective date:	
Author (s):	
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

GUIDELINE

[Your FBO Name] will always take bomb threats and suspicious items seriously. Explosive devices have great potential to inflict serious injury, death, and property damage.

DEFINITIONS

- A. Suspicious item: This can be any item or container that does not seem to belong where it is found, and its ownership or source cannot be determined.
- B. Device: Any object that appears to be an actual explosive device.

REFERENCE:

- A. Department of Homeland Security (DHS) Bomb Threat Guidance
- B. DHS Bomb Threat Procedures
- C. [YOUR FBO NAME] Standard Response Protocol

PROCEDURE:

- A. Any person receiving a bomb threat or observing a suspicious item will immediately notify the Safety Ministry Team Lead or the most senior staff member present.
- B. Bomb threats may be



-
- received in many ways, including in person, by phone or electronic media, etc. A bomb threat form is kept by phones in the office and should be used, if available.
- C. In Colorado, making a bomb threat is a reportable felony, even if there is no device. Law enforcement will always be advised via 9-1-1.
 - D. Suspicious devices are rarely destructive but must be evaluated based on available information. If in doubt, assume it may be a destructive device and notify 9-1-1 immediately.
 - E. In the case of a bomb threat with no specific device or location of the device given, a check of the facility should be made for anything that looks out of place or does not belong.
 - F. The decision to evacuate will be made if a suspicious device or item is found. If a suspicious device is found and a potential hazard is believed to be present, the emergency services (police or fire) incident commander will likely assume control of the scene and generally make evacuation decisions.
 - G. If a device or suspicious item is not found, the decision on whether or not to evacuate will be made by the Safety Ministry Team Lead (or designee) and the senior staff member on the premises in consultation with the responding emergency services based on the totality of circumstances.
- Recordkeeping Requirements**
An incident report will be completed in the event of any threat of an explosive device. Such records should be kept for at least three years plus the current year. [However, it is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]
- Revision History:**
[Insert dates of any revisions here]
-



Guideline Number:	G-11
Title:	SMT Medical Response Guideline
Effective date:	
Author (s):	
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

GUIDELINE

Medical situations are by far the most likely incidents requiring an SMT response. These situations must be responded to in a timely fashion, with the best interest of the patient as the primary priority.

DEFINITIONS

A. AED: Automated External Defibrillator. A portable device that attaches to the chest and operates automatically to measure the heart's rhythm to determine if an electric shock is needed and can deliver that shock when

properly used.

- B. NARCAN: (naloxone) is a drug that's used to treat a known or possible opioid overdose. Narcan comes as a nasal (nose) spray. Each container holds one dose of Narcan that's sprayed into one nostril. Availability is generally from a pharmacy or county health department. The need for a prescription varies by state.
- C. Stop the Bleed: A grassroots national awareness campaign and call-to-action. Stop the Bleed encourages bystanders to become trained, equipped, and empowered to help in a bleeding emergency



before professional help arrives. This response is believed to save as many as fifty percent of traumatic, arterial bleed deaths. (<https://www.dhs.gov/stophebleed>)

PROCEDURE:

- A. All SMT members should be trained in basic First Aid, NARCAN, CPR, Stop the Bleed, and in the use of AEDs. This training may be done as part of periodic training through the SMT or independently.
- B. All SMT members will be informed of the location of all AEDs, NARCAN, First Aid Kits, and Trauma Stop the Bleed Kits.
- C. If notified of a medical situation, the SMT member will notify other team members of the nature and location of the situation. If no other team members are on duty, the SMT member will request assistance from others in the area.
- D. If the person experiencing the medical emergency is in a public area, consideration should be given to taking that person to a more private area, preferably close to where First Responders will be entering the building. If it is not safe or advisable to move the person, consider clearing the area of persons not directly involved in emergency care. This may require stopping an in-progress event. The immediate family should remain with the sick person for both comfort and support, as well as medical history information.
- E. SMT members will communicate who will be getting the appropriate First Aid kit or AED, and who will notify 9-1-1, if necessary. If there is any doubt about what equipment is needed, bring a First Aid Kit and AED.
- F. If possible, the team member in contact with 9-1-1 will stay with the team members rendering aid to keep 9-1-1 properly advised of the situation.
- G. A team member will go outside to take first responders to the patient. Consider deploying the Safety Banner for visibility.

Recordkeeping Requirements

An incident report will be prepared to document all medical situations requiring more than a simple band-aid or OTC medication. Records of these



incidents should be kept for at least three years plus the current year. [However, it is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team

following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Revision History:

[Insert dates of any revisions here]



Guideline Number:	G-12
Title:	SMT Fire/Odor Guidelines
Effective date:	
Author (s):	
SMT Co-leaders:	
Final Approval Level:	<input type="checkbox"/> Elder Board <input type="checkbox"/> SMT Co-leaders <input type="checkbox"/> Pastoral Staff
Approval Status:	Approved _____ Not Approved _____
Signature and Date:	

GUIDELINE

Uncontrolled fire and potentially hazardous odors can be a life-threatening emergency requiring an immediate response from properly trained Fire Personnel.

PROCEDURE:

- A. All SMT members should be trained in the use of fire extinguishers. This training may be done as part of periodic training through the SMT, on your own, or both.
- B. SMT members should know the building's locations for fire alarms and fire extinguishers.
- C. Any SMT member who becomes aware of a fire or potentially hazardous odor will immediately notify 9-1-1 and other team members of the situation's nature and location. If no other team members are on-site, they will request assistance from other present persons.
- D. If a fire extinguisher is required to stop even a small fire, 9-1-1 will be notified. Careful consideration should be given to activating the fire alarm to evacuate the building. This is to avoid possible secondary or re-



- ignition of the fire.
- E. In a situation involving an unknown, potentially hazardous odor, the Safety Ministry Team lead, designee, or Senior Staff Person present will determine whether or not to evacuate the entire building or if the situation simply requires clearing an area within the building. 9-1-1 should be notified for Fire Department evaluation. Hazardous Materials can kill or maim quickly.
 - F. In the event of a fire, fire extinguishers will be deployed immediately after or while 9-1-1 is notified. If it is safe, use fire suppression tools such as fire extinguishers and water line hoses and evacuate the building while waiting for the fire department. If the fire is more significant than a small trash can, most fire extinguishers are unlikely to contain it. On average, fires can double in size every thirty seconds. Get everyone out!
 - G. SMT members will facilitate the evacuation of the building and advise fire personnel of the location

of the fire when they respond. Utilizing the Safety Banner during such an event should be strongly considered to facilitate your identification as a person in charge.

- H. Be prepared to use prepositioned wheelchairs and walkers to assist the physically impaired in any evacuation.

Recordkeeping Requirements

An incident report will be completed for any situation involving uncontrolled fire or an odor that requires notification of the Fire Department. Records of these incidents should be kept for at least three years plus the current year. [However, it is highly recommended that your team keep records longer and that your length of record keeping be approved by your board and/or your pastoral leadership team following coordination with your Legal Counsel given state specific record keeping requirements that may well be involved.]

Revision History:

[Insert dates of any revisions here]



CHAPTER 4

EQUIPMENT

Safety Ministry Team (SMT) members must be prepared to deal with situations encompassing various skill sets. A major part of that preparation is the clothing, equipment, and supplies that the SMT member wears or has available to them.

Asking what equipment your Safety Ministry Team needs is a good question, and the answer will vary from one Faith-Based Organization (FBO) to another. The goal is to find the happy medium between overkill and being underwhelming for your FBO.

All equipment and weapons (lethal or less lethal) must comply with local, state, and federal laws and regulations in both their possession and planned use by your SMT. Specialized medical equipment, including controlled medications, requires special licensing of the storage access, professionals administering them, and any state

or local special licensing issues to assess and dispense such drugs in a FBO environment. There are specific legal practice guidelines for licensed medical professionals on your team that are beyond the scope of this chapter.

TEAM EQUIPMENT

RADIO/COMMUNICATIONS DEVICE:

A 2-way radio is currently by far the most common type of communications device that Safety Ministry Teams will use. Chapter One has a comprehensive discussion of radios in the “Keep It Legal” section. As technology continues to evolve, more options may become available.

We suggest that your radio or communications device be simple to use, have an earpiece to keep communications private from others in the area, and be tested in your environment to be



sure it works. Plain language, as opposed to codes of any type, is strongly suggested for all radio communications.

The construction or size of any particular facility can negatively affect the effectiveness of a specific radio system. For instance, a small FBO might be able to use simple FRS radios very effectively. A large-FBO with multiple facilities spread around a community may need a robust radio system with repeaters.

While there are low-cost and straightforward walkie-talkie smartphone applications, be aware of the mechanics of using such an application. If you have to look at your phone and use both hands to use the application, it is unsafe for Safety Ministry Team purposes. These applications are also dependent on cellular or internet access. If those systems are weak or non-functional, these applications will not likely work.

For example, if a team member is involved or about to be involved in a potentially confrontational situation, it is highly unsafe for that team member to have to look at their phone, taking their eyes off of the source of potential danger and perhaps use both

hands to communicate their need for assistance. It is far safer for the team member to keep their eyes on the source of the potential confrontation while reaching for a transmit button they can find by feel and activate without looking to call for assistance.

AED (Automated External Defibrillator) and NARCAN:

Any facility that hosts groups of people should have an AED available.

They are straightforward to use with minimal training. Most AEDs will tell you what to do step by step. They should be mounted where they are visible to everyone. You can choose to use a mount with or without an alarm.

AEDs require periodic maintenance (replacement of battery and pads), and you should provide training to your staff and SMT on how to use them. Keep in mind that expired pads can make good training aids.

While an AED is not required to have a prescription, some states require registration. Be sure to check for any rules or regulations in your area.



NARCAN, to counteract an opiate overdose, should be strongly considered. An excellent place to keep it is with the AED. As with any medication, regulations vary from state to state. Be aware of what your state requires.

FIRST AID KIT:

Your insurance company, State, or local jurisdiction likely requires your FBO to have a First Aid Kit on the premises. With or without that requirement, you should have a basic kit (or multiple kits) available throughout your facility. Basic OSHA-approved first aid kits are available at a variety of retailers. Services that will place kits in your facility and periodically inspect and restock them are available.

These kits should not be sealed. They should be available for regular use, regularly checked, and restocked.

A basic first-aid kit should be available for small things like bandages, over-the-counter antiseptics, analgesics, etc.

TRAUMA KITS:

Trauma Kits should be available to trained SMT Members. These

kits contain supplies for severe injuries beyond the scope of the basic first aid kit. Trauma Kits can also be obtained from various retailers and can be expensive. If you have the resources, it may be more economical to develop your own Trauma Kit based on the training your team has or will receive. Be aware that low-quality items may be available at a great price but will fail in actual use. Ensure you obtain such supplies from a reputable source, such as North American Rescue, an FBSN affiliate (<https://www.narescue.com/>).

Trauma kits should contain multiple things like tourniquets, chest seals, clotting material, pressure bandages, etc. A good source for what you need to make a kit is through Stop The Bleed (<https://www.dhs.gov/stopthebleed>) or similar training.

REFLECTIVE VEST:

OSHA-approved reflective vests are useful with directing traffic or identify team members during extended events.

INDIVIDUAL EQUIPMENT

Most teams consist of members in plain clothes, not in uniform. Our list of recommended



equipment is made with this in mind.

Essential equipment:

- Comfortable clothing that allows good freedom of movement can conceal a firearm or other weapon if you are so armed and allows rapid access to your equipment, especially weapons if armed. Multiple pockets are pretty helpful, along with an undershirt that can be used to help clip a radio microphone. This presents a fashion challenge, especially to female members, but it can be done.
- A sturdy, good-quality belt to hold your equipment and your pants up.
- Comfortable shoes with good traction that you can run in. Slip-on shoes, smooth soles, flip flops, and such are not advisable.
- Carrying individual equipment, mainly weapons, in a carried bag should be avoided. Weapons must always be under the carrier's control, preferably on the body. It is too easy to set the bag down, where others may access it or lose it in a scuffle. It may also be

challenging to re-holster a weapon in a bag quickly.

- Radio with earpiece
- Cell phone with camera (video and still photography can be very useful during an incident)
- Identification consistent with the environment or culture of your FBO. Such a "name tag" will clarify that you are who you say you are and who you represent. Suitable identification can be helpful, especially in a confrontation. Some examples:
 - ID card with photo
 - Vest or Polo shirt saying "Safety" or other similar term
 - Color-coded lanyard
 - Don't forget a state-issued ID or CCW permit, if required in your jurisdiction, should be in your wallet and on your person.
 - Writing instrument and Something to write on.
 - Smartphones may have a note-taking application.
 - DSM (literally "Don't Shoot Me") banner (<https://dsmsafety.com/security/> - an FBSN affiliate). Less bulky than full-size reflective vests for traffic direction, these can be worn discretely and deployed during an incident



- for ready identification.
- Concealed firearm (if authorized), spare ammunition, a good quality holster that covers the trigger guard, and well designed. (if authorized)
- Easy one-handed re-holstering without having to look at the holster is essential! The FBO must approve holsters. Shoulder and cross-draw holsters are hazardous due to the “covering” of bystanders when withdrawing. These should be avoided.
- Less lethal weapon
- Sturdy, compact flashlight (fully charged or with fresh batteries)
- Folding style knife: as a tool for cutting or absolute last-ditch defense
- First Aid equipment (or IFAK – Individual First Aid Kit) including at a minimum:
 - Nitrile or similar gloves
 - Tourniquet
 - Bandana (multi-purpose use)
- of “junk” available on the internet. Do your research relative to your needs, caliber effectiveness, carry needs, and cost versus risk-benefit.
- Conventional or single-use handcuffs
- Training is required
- Conventional handcuffs can be challenging to conceal
- Searching “single-use handcuffs” on the internet, you can find a set of soft nylon handcuffs that can be easily concealed
- These are for detained persons who are cooperative or unconscious but may become uncooperative. These are not for someone actively struggling not to be handcuffed. Conventional, quality steel handcuffs may be required.
- Handcuffs are a temporary restraint
- Consult with your legal expert about the advisability of restraint, as there are potential criminal and civil liabilities.

Equipment to consider:

- Ballistic vest--consult with your local law enforcement armorer for reference to a quality vendor. Quality costs money. There is a lot

LESS LETHAL WEAPONS:

Discussing any weapon's use presupposes de-escalation has



not worked or is not an option. There is a time to talk, and there is a time to act. Oddly enough, acting may get you back to talking.

As defined in Chapter 3, less lethal weapons are simply weapons that, when used properly, do not have the purpose of being deadly. If misused, misdirected, or by accident, some of these weapons can cause severe injury or be lethal. A good discussion on less lethal weapons can be found on the FBSN affiliate US LawShield website at <https://www.uslawshield.com/non-lethal-self-defense-weapons/>.

The study the article references can be found at <https://www.ojp.gov/ncjrs/virtual-library/abstracts/less-lethal-weapon-effectiveness-use-force-and-suspect-officer>.

Proper training in the use of any weapon is essential, and we will discuss this in the next chapter. As we've stated several times, it is also essential to choose a legal use of force option in your area. Some less lethal weapons may be regulated or illegal in certain jurisdictions. Additionally, each individual forceful action is a separate use of force and must be

justified.

An internet search for “less lethal weapon” turns up a stunning array of choices, from the very good to the very questionable. Caution should be exercised when choosing a less lethal tool that could be considered novel or does not have an established training course.

NON-IMPACT:

- Whistle
- Personal Alarms
- Strobe feature on a flashlight

PROS: These are inexpensive, with low to no training needs, and do not cause injury. These cause a “startle effect” that can make someone rethink their actions.

CONS: There is no pain compliance or deterrence to a motivated attacker who doesn't care about being noticed.

IMPACT:

- Tactical Pen
- Fast Strike Tactical Whip
- Tactical Flashlight
- Monkey Fist knot with weighted ball
- Side Handle Baton (includes collapsible)
- Straight baton (includes collapsible)



PROS: Impact weapons can be immediately effective, and batons can be used for control holds.

CONS: Impact weapons have a high training threshold and involve perishable skills requiring continuous training. They can be ineffective while looking like you're beating someone to death, ***causing very poor PR with a high risk for civil or criminal consequences. They can cause severe injury or death if misused, and your congregation may turn on you if you use them.*** The 2008 study referenced above shows that impact weapons used by law enforcement have a 45.1% success rate in ending an event the first time they are used. Impact weapons are at high risk for misuse and criminal and civil litigation. There is a high level of training needed by certified experts initially and for continuing proficiency. Most FBOs will decide against these tools.

CEW (CONDUCTED ENERGY WEAPON)

- TASER (distance capable device deploying probes)
- Stun gun (requires physical contact for delivering a

charge)

PROS: When deployed effectively, a TASER causes immediate incapacitation, usually with minimal direct injury, while causing extreme pain, which results in compliance. Injuries can occur when falling to the ground. Sparking a TASER or stun gun can be an effective deterrent. A certification course is available for TASERs. The 2008 study referenced above shows that TASERs (not stun guns) have an effectiveness of 69.1% at first use.

CONS: Both TASER and stun gun effectiveness can be defeated by clothing. Civilian versions of the TASER have one shot and then must be reloaded. The law enforcement version with two shots is available, but it will cost as much as \$1,600 each. Even trained officers have difficulty maintaining the proper distance for deployment to get effective probe placement.

While stun guns can have a deterrent effect when sparked, they are only effective in delivering a charge when they are in physical contact with the target. This sacrifice of distance may result in more risk to you. The person immediately recovers



from the charge when it is no longer being delivered, and you may have to fight the subject physically. Unlike the TV shows, neither stun guns nor tasers render persons unconscious, lying on the ground for as long as needed for that scene in the show. The TASER might give you time to get away, but the stun gun might make them angrier.

If flammables are involved (the subject has doused themselves in gasoline, hand sanitizer, or alcohol-based OC spray), these devices may cause a fire involving the subject.

Considering both pros and cons, a TASER could be an effective tool for teams at larger venues that often deal with potentially violent disruptions or teams with no lethal option, with OC Gel spray as a backup.

A stun gun could be an effective tool for an advanced user skilled in arrest control or other self-defense tactics.

SELF DEFENSE SPRAYS / GELS:

- OC (PEPPER) SPRAY / GEL
- SÖK

PROS: Training courses are available, and it does not take a lot of skill or strength to deploy any spray effectively. There is a very low likelihood of causing injury. It is a very economical option that is easily concealed. Pepper Gel is available, which has a very low risk of cross-contamination but requires accurate delivery. The 2008 study shows OC spray is effective on first use 64.4% of the time. SÖK is very similar in effect to OC without affecting respiration and has a short duration, approximately 4 to 6 minutes, with very easy decontamination.

CONS: Rarely, someone may have an allergic reaction to OC. Conventional sprays cause a lot of cross-contamination, likely affecting several people in the area. While several agencies have adopted SÖK, it is a relatively new product without years of documented effectiveness and safety of use. SÖK is also currently only available in a fairly large and difficult-to-conceal dispenser. See Chapter 5 for more details about SÖK.

Pepper gel or SÖK may be the best, less lethal option for most SMTs, whether or not they are armed with firearms as well.



HYBRID KINETIC/OC LAUNCHERS:

- BYRNA
- GAVLE LAUNCHER
- Multiple manufacturers of similar devices

PROS: These devices use CO₂ to launch non-lethal pepper balls or kinetic projectiles that can quickly gain compliance at a claimed distance of up to 80 feet. They are not firearms, so they can be taken to places where firearms are prohibited. The pistol versions have a 5 to 8-round capacity that can be quickly reloaded. While there does not appear to be a training program specific to this, standard firearms training and skills assessment might be adequate.

CONS: The pepper balls will cause cross-contamination with the cloud of pepper that results. The kinetic balls will cause injury to sensitive areas and can ricochet off the target. Thick clothing will reduce their effectiveness. These launchers are close in size to a full-size pistol and may be difficult to conceal. Although available in orange, they will still look like a lethal weapon, especially to responding law enforcement officers. The cost is approximately \$250 to

\$500. (Training munitions are expensive)

Like the TASER, this may be a viable option for teams without a lethal option. While pepper balls are illegal in some jurisdictions, teams could consider using the kinetic rounds, with OC Gel spray as a backup tool. These devices were not part of the 2008 study. Do your due diligence research on “new technologies” for effectiveness and potential legal challenges related to deployment and use.

LETHAL WEAPONS

Knives and swords are lethal, but we don’t believe any serious discussion in today’s world will involve them as practical lethal weapons for carry. Knives should be viewed as tools for cutting and only for lethal use as a last available option in a desperate situation. We don’t recommend swords, nor do we recommend crossbows or bows and arrows.

If you ask any group of gun owners what the best gun and caliber is, be prepared for a long, involved, and perhaps passionate discussion. But if you ask this question: “What is the best gun to have in a gunfight?” the only answer should be: “The one you



have with you.”

So, what gun should you have with you? We can’t tell you which gun to have; that is a very personal decision that will vary from person to person. Good research and even firing the gun before you buy it are highly recommended.

Before anyone decides to carry a gun to protect themselves or others, a fundamental question must be asked. Are you willing and, perhaps more importantly, able to make an instantaneous decision in a chaotic environment to take a human life? If you hesitate to answer, maybe you should consider using less lethal tools. It is not a character flaw to be unwilling to take a human life. Nor is it a character flaw to be willing and able to do so, if necessary.

FIREARM SELECTION

HANDGUNS

For SMT use, team members who carry a concealed handgun will do so voluntarily and at their own expense.

Choose a quality handgun (preferably from a reputable manufacturer) that can be

effectively concealed, comfortable enough to be carried for hours, quickly and accurately deployed by the user, and of a caliber that can be handled safely and fired accurately. FBI studies have shown that handgun ammunition is only as effective as the ability of the shooter to place bullets in critical areas accurately. A general rule is to choose a caliber firearm that a person can shoot safely and accurately. Ammunition costs should also be factored in as practice is necessary. It should be carried in a good quality holster with retention capability (either through its design or concealed under clothing) and a covered trigger guard. The holster should allow the gun to be drawn and reholstered using one hand and without looking at it. Inside the waistband (IWB), holsters should be made of rigid leather or hard plastic (i.e., Kydex) material, which retains the holster open for reholstering. Soft nylon fabric “universal holsters” are considered inadequate and, in some cases, dangerous. The weapon should not fall out of the holster during vigorous activity. A spare magazine or speed loader for revolvers that can be retrieved with one hand and without looking at it is also strongly recommended. Any modifications to the original firearm should be approved for safety and with



caution before use by an SMT member.

We recommend only factory ammunition in a caliber no smaller than .380 and no larger than .45ACP, while staying away from .41 and .44 magnum. Unless prohibited by local or state laws, an expanding hollow point bullet (expansion of at least 1.5X original diameter) is best.

Commercially available hollow point ammunition produced for self-defense or used by local law enforcement should be the cartridge of choice. Full metal jacket (FMJ) ammunition should be avoided because of the higher likelihood of over-penetration, thereby putting persons behind the target assailant at risk of being also shot. FMJ is permissible for practice as it is much less expensive. However, always ensure your self-defense ammunition is tested with at least 100 rounds in the carried semi-automatic pistol to ensure proper functioning. Some pistols are picky about what they like.

The FBI protocol for acceptable defensive handgun rounds is to have between 12 and 18 inches of penetration in ballistic gelatin. The bullet's energy should be expended within the target

without going through. Both over and under-penetration are not desirable. A helpful list of ballistic results can be found at <https://www.ammunitiontogo.com/lodge/best-self-defense-ammo/>

LONG GUNS (PROBABLY AS TEAM EQUIPMENT, POSSIBLY INDIVIDUAL)

Some FBOs may choose to have long guns (rifles) available to their SMT.

Long guns will have the same concerns, except for concealment and holsters, as handguns. Over penetration is a severe potential hazard to address, as well as the concern in some jurisdictions about so-called "assault weapons." Long guns are not standard in most FBOs as they add an entirely new level of training requirements and liability. That does not mean they don't have great value in certain circumstances.

Any SMT considering long guns should conduct careful research and plan for deciding what platform and caliber to use and whether or not the culture of your FBO would support having them. It is generally recommended to use a caliber or gauge that law enforcement



agencies in your area are using for long guns. Do not forget carbine types of long guns in pistol calibers. Choosing an exotic or a caliber used in hunting big game could be problematic.

Beyond that, key concerns are the additional training for those weapons, their storage, and their accessibility. Team members authorized to use long guns will require additional training and must successfully complete the skills assessment on the used platform.

The long guns must be stored in a way that they are readily available to qualified team members in an emergency while being inaccessible to unauthorized people.

Weapons lockers in public areas may be off-putting to your congregation and visitors.

CONCLUSION

So, what defensive tools do we recommend? We realize there is no practical way to guarantee the congregation's safety from violent threats. Our best efforts are to have a trained team ready to counter such a threat.

If your FBO is attacked by a person armed with a lethal weapon, people will likely perish before the team can react. The goal of the team is to reduce the death toll.

There is currently no substitute for having a trained team armed with firearms to counter a lethal threat from a motivated individual. However, even firearms can fail if they are not effectively deployed on target.

Fortunately, most threats will be non-lethal or acts of violence that can be countered through de-escalation or less lethal tools.

Our best recommendation for most FBOs is to have a team armed with firearms and a less lethal tool. The current best less lethal tool, in our opinion, is OC gel spray or perhaps SÔK because, even though it needs to be accurately deployed, it does not contaminate a large area.

For FBOs with a history of disruptions, a TASER with at least two sets of probes could be an effective tool that can instantly incapacitate an assailant while under power. A motivated assailant may be able to remove probes and continue their assault after the cycle ends



and before the operator starts another. Deploying a TASER with effective results takes training and practice. Police still have a high failure rate for TASER-type weapons.

A TASER is also a good option for teams without firearms, especially when a self defense spray is also carried.

A second option for teams using only less lethal weapons would be a Hybrid Kinetic/OC launcher. These allow a team to address a target from a longer distance while delivering a practical impact that can cause someone to reconsider their actions. However, the degree of actual threat formula changes if there

is a long distance to the subject. The OC option will cause a cloud that can contaminate the area for several feet around the impact. Still, it is possible to load the launcher with kinetic rounds first, giving people in the area a brief opportunity to move away, followed by OC rounds. Another option could be to have OC gel or SÖK spray used while the assailant has been distracted by the impact of kinetic rounds. This tool is unlikely to deter a motivated assailant, but it may be better than trying to subdue a violent person physically. Again, there is no “magic” system to address these problems. Be skilled at the basic options you have available.



CHAPTER 5

TRAINING THE TEAM

This chapter's purpose is to guide FBOs on what sort of training to seek out and provide for their SMTs; it is not a training manual. The FBSN does not certify any particular individual or company that provides training to Safety Ministry Teams.

However, a good list of trainers, tools, and other resources can be found on the affiliates page of the FBSN website at <https://www.fbsnamerica.com/affiliate>. While we have no certification process, each affiliate has been vetted, and we recommend utilizing them. Several of the affiliates offer discounts to FBSN members. The FBSN also has an excellent training resource from the online Learning Management System (<https://www.fbsnamerica.com/learning-management-system>).

In the training you conduct, you should always strive for excellence. While doing so, we have to realize that volunteers with varying levels of skill and

ability staff most teams. In the song "The Ballad of the Green Berets," there is a line that says, "One hundred men will test today, But only three win the Green Beret." Standards that high are acceptable for elite forces, but few SMTs will ever need or achieve that level of skill and training. Suppose you eliminate someone through unrealistic expectations, especially a volunteer, who is otherwise adequate for the job. In that case, you will likely be unable to staff or maintain an SMT at your FBO.

The FBSN cannot determine what is "adequate" for your FBO. It would be best to determine that for yourself, using your best judgment and knowledge of your unique FBO, its environment, and its culture.

Continuous, robust, and realistic training is an essential component for any Faith-Based Organization that has a Safety Ministry Team, whether the team



is Intervention-Capable, Non-Intervention-Capable, or has a combination of Intervention-Capable and Non-Intervention-Capable members.

The FBSN strongly recommends that all team members who carry lethal weapons should also have a less lethal option. When faced with a use of force situation, you are far more likely to need a less lethal tool than a lethal option. If your only option for a weapon is lethal, it's like the argument of "if you have a hammer, everything looks like a nail."

We recommend training in Use of Force (with a strong legal component), De-escalation techniques, First Aid, Firefighting and prevention, among others. Our training suggestions will be organized into those categories.

Training in each category, especially the Use of Force should be conducted frequently. Scenario training based on actual events incorporating all categories of training is an excellent opportunity for training to cover each primary category. Various vendors can provide training at a cost. Other helpful resources to get this training can sometimes be found through your local law enforcement agencies, colleges,

insurance providers, etc.

We recommend a regular training meeting schedule with a planned topic. Meeting in person is the preferred method. The schedule should include an annual review of the SMT operating guidelines (chapter 3) and Use of Force laws for your jurisdiction. Have a minimum requirement for attendance each year. Utilize available resources from your team or FBO, and try to keep it creative and interesting. Use online resources such as YouTube. Realize that there are very good and very bad resources there, so prescreening is essential.

Some national level and also FBSN Affiliate resources are Sheepdog Church Security Academy (<https://sheepdog-church-security.thinkific.com/>), which is a private online academy, Strategos International (<https://strategosintl.com/>), Michael Mann Security Services (<https://michaelmannsecurityservices.com/>). Many other good, vetted resources on the FBSN Affiliates page may be geographically close to you (<https://www.fbsnamerica.com/affiliate>); please use this resource!

"Decision Decks" from FBSN



affiliate Worship Security Academy (<https://www.worshipsecurity.org/>) are an excellent way to start the discussion and cover various topics in one meeting. They can also be used to set up scenario training.

While intermediate and advanced training is laudable and encouraged, concentrate first on the basics. Very few teams will need to have advanced martial arts and room-clearing skills or know how to do a proper “figure-four takedown” moving into handcuffing. A lot of training is required to become and remain functional in these perishable skills. Colorado, for example, requires law enforcement officers to have at least 62 hours of arrest control training just in the Academy. Then, annual in-service training is necessary for the remainder of their careers.

While it may be very cool, even fun, to train in how to use shields, full body armor, and conduct room-clearing skills in a real-life situation, that is best left to law enforcement agencies with that equipment and training. Again, these are perishable skills that few teams will have the opportunity to practice enough to be competent and not make the

situation worse.

With objections to the above paragraph in mind, in an active killer situation, if the attacker is still actively shooting or hurting people, the team should find where it is happening, make entry into that location, and actively intervene. Train for that. If the attacker has gone silent, it is generally better to wait for on-duty law enforcement with the proper equipment, training, and experience to arrive and seek out the attacker’s location. While waiting, keep a team of at least two focused on the last known location of the attacker while having others render aid as needed to those injured. It may be a while before EMS is allowed to enter and treat victims. The scene must usually be secure first.

USE OF FORCE

- All Use of force training must follow the standard that any use of force against a person must be reasonable considering the totality of the circumstances. Additionally, whether it covers hands-on, less lethal, lethal, or any combination, training must take place that includes information



on the Use of Force laws in the State where the training is conducted. Such training can be incorporated in or separately from the use of force training. Trainees must be informed that this training should not be considered legal advice and that they need to research those laws, seek legal advice on the use of force themselves, and check their local jurisdiction for other restrictions.

- As most FBOs do not want exposed firearms or uniformed guards, use of force training that includes the actual use of weapons (or simulated weapons) should be conducted consistent with non-uniformed methods of carry in mind. For example, training on gear manipulations, such as drawing firearms and holstering, weapon retention, reloading, clearing malfunctions, and transitions to other tools, should be conducted using the clothing, equipment and types of holsters trainees would typically use during actual service.
- The FBSN strongly encourages that less lethal options

(especially OC Gel or SÖK – a pepper spray alternative <http://sokdef.com/> and FBSN affiliate) be available to ICM's armed with firearms. While the most publicized type of response, firearms are the least likely to be used. Less lethal options provide an ICM the option of responding to a non-lethal threat in an appropriate fashion. Kinetic energy weapon Byrna is sold by Ungunn (<https://www.ungunn.com/> and FBSN affiliate).

- “Shoot / Don’t Shoot” or decisional scenario training for firearms and less lethal weapons, followed by a discussion of decisions made during the scenario and whether they comply with the local legal requirements, are excellent methods to learn appropriate responses to various situations. Two good sources of firearms simulators are:
 - MILO Simulation: <https://www.faac.com/milo/>
 - Laser Ammo’s Smokeless Range: <https://www.laserammo.com/store/Simulators-Targets/Simulators/Smokeless-Range>
 - In addition, keep an eye



on the FBSN Affiliates Page for decisional trainers specializing in FBO environments: <https://www.fbsnamerica.com/affiliate>

- Achieving proficiency with escort holds, physical restraints, and other unarmed defensive techniques requires extensive initial training and physical skill. These skills demand frequent refresher training to maintain proficiency. However, all SMT members should have a basic level of hands-on training in case of a sudden attack on their person. Larger FBOs that must escort people out with some regularity should be trained extensively on these skills. Smaller FBOs should strongly consider working on moving people away from the disturbing party and contact their local law enforcement agency to remove that person.

ACTIVE KILLER TRAINING

- There are several good resources for this topic. They include the Civilian Response to Active Shooter Events (CRASE). More information on this resource can be found at https://alerrt.org/course_

types/CRASE . Check with all your local law-enforcement agencies (various area Police Departments, Sheriff's Offices, State Patrol etc) as there are an increasing number of law-enforcement officers (and others) training CRASE. CRASE is fast becoming the law-enforcement national standard. There are ways of becoming a CRASE trainer laid out on the website given.

- While there are many good (and some great) active killer trainers out there (many of whom are FBSN Affiliates), the FBSN recommends the CRASE model because it is good to be consistent with your local law-enforcement standards for your standards. In the chaos of an attack, it is best to have all responders (front-line on scene and first responders) at least familiar with the same protocol.

DE-ESCALATION TECHNIQUES

- De-escalation training incorporates modern verbal techniques designed to change the dynamics of a potentially deadly or destructive pattern of behavior and reduce the chances of using force to



determine an outcome. This type of training is essential for both ICM and NICM team members. While all team members must understand the techniques and principles of de-escalation, it is recognized that team members will have differing skill levels. Team members with higher skill levels should be prepared to respond to contact someone with difficulties or causing an issue. While another team member (preferably an ICM) provides cover at a close yet discrete distance.

FIRST AID

- Medical emergencies are by far the most likely situation any SMT will face. First Aid training must follow guidelines established by recognized agencies that teach First Aid, CPR, “STOP THE BLEED” (or similar trauma training program), and AED use, such as the American Red Cross or the American Heart Association, but do not necessarily require certification by those agencies.

FIREFIGHTING AND PREVENTION

- Regular training on the

prevention of, and response to, fire emergencies should be conducted. This training should include a basic understanding of how to use, and the limitations of, fire extinguishers and other firefighting equipment available at the FBO where the team serves. Safety Ministry Teams are encouraged to use the time of this training to tour their own facility to check the status of firefighting equipment and alarms. This will also help refresh team members on the location of each item and basic facilities-oriented safety precautions already in place.

OTHER TYPES OF TRAINING

- In addition to active violence, medical, and fire situations, there is a broad range of potential emergency or hazardous situations that FBO Safety Ministry Teams may be faced with. While this is not a comprehensive list, Safety Ministry Teams should always be open to training on potential problems, including crowd control, natural disasters, child protection, and other types of incidents that can threaten safety. Such training



must conform to any legal requirements or established standards as provided by state law and rules or regulations

from agencies responsible for whatever field the training may be in (OSHA, DHS, etc.).



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For almost three years, this book has been a dream of the leadership of the FBSN and others who helped to write it. The passion of those involved in this project is to equip faith-based organizations with the basic tools they need to begin a safety team to keep congregations safe. Special thanks go to those who conducted research and wrote this hands-on guideline for faith-based safety teams. The FBSN owes a debt of gratitude to Rick Hunt, Jeff Toeppe, Kris Maloney, Dr. Don York, and Ron Miller for their incredible work on this project. It is our prayer that this information will enable many churches and faith-based organizations to protect all the men, women, and children who attend their gatherings across the country. The heartbeat of the FBSN is to protect God's people, and this work is one more tool we hope will help to accomplish that goal.

We pray blessings on safety team around our nation as they stand on the wall to keep God's people safe. Nehemiah 4:9

David Dixon
FBSN Board Chair

About the authors:

Jeffrey Toeppe is married to Barbara and resides in Caledonia WI. He has a daughter and son-in-law living in Phoenix, AZ. Jeff serves as the FBSN Region 5 Leader, Deputy Membership and Deputy Regional Director and serves on the Best Practices and Threat Information Sharing Special Interest Groups. He is the Co-leader and Training Coordinator for the Grace Church Safety Ministry Team and serves on the Prayer Ministry Team at Grace Church and at a parachurch organization. Jeff is the President/ Owner of Wisconsin Plating Works of Racine (www.wisconsinplating.com), a family-owned metal finishing business established in 1919.

He is also the Owner and Chief Instructor of Personal Defense Training, LLC (www.personal-defense-training.com) **an FBSN Affiliate**, where he trains individuals, families, businesses, and Church Safety Ministry Teams. He is a United States Concealed Carry Association (USCCA) Training Counselor, and Instructor, NRA Instructor, Certified SABRE OC

Spray PSA and AIP LE Instructor, Reflex Protect Aerosol Irritant Instructor, TASER Civilian EW Instructor, UTM Civilian Force-on-force Instructor, ALERT Civilian Response to Active Shooter Events (CRASE) Instructor, and Navigate360 ALICE Instructor. He has a Bachelor of Science Degree in Business Management from Cardinal Stritch University, Milwaukee Wisconsin.

Donald York, PhD is President of York Biotech, LLC, which involves testing hearing in puppies. He also teaches an internet course in Neuroanatomy and Neurophysiology for the National Neurodiagnostic Society. Don wrote the Emergency Operations Manual for St Mark Presbyterian Church and is currently their Director of Emergency Operations for the Safety Team and Medical Team. He is an Alumnus of Sheepdog Church Security which provided him with excellent training for Church security. He has been married for 58 years, has 3 children and eight grandchildren.

Don trained in Physiology at the University of British Columbia, Canada obtaining both a Bachelor's and Master's Degree, followed by a Doctoral Degree at Monash University in Melbourne, Australia. He was then a Medical Research of Canada Scholar and an Assistant Professor of Physiology at Queen's University, Kingston Ontario, Canada. Following that he was a professor of Physiology

and Neurosurgery at the University of Missouri before becoming Director of Neuroscience and Chairman of the Institutional Review Board, involved with clinical research at St John's Mercy Medical Center, in St Louis, Missouri. Don was also involved with high altitude research at Fort Rucker Alabama, for several years, followed by several high-altitude expeditions in Peru and Bolivia.

Kris Moloney has been married to his high school sweetheart, Rebecca, for 33 years. They have one daughter, Rachel.

He is also the Owner and Primary Instructor of Sheepdog Church Security Academy (<https://sheepdog-church-security.thinkific.com>) **an FBSN Affiliate.**

Kris serves Faith Based Organizations by creating training resources for Safety Directors. He gives them the tools they need to provide reputable and realistic training to their Safety Team members without spending hours developing and organizing courses from scratch.

He is a former Police Officer with 18 years of experience and a retired Army Captain/Company Commander. He has certifications in a number of specialties to include Crime Prevention, Security Assessments, and the Crime Free Program. He also has a Bachelor's degree in Ministry and a Master's degree in Organizational Leadership from Northwestern College in St. Paul,

Minnesota.

Ronald J. Miller has been married to Joanne, a retired RN ARNP, for 38 years and lives in Vancouver, WA. They have one son who lives in Port Richey, FL and another son and daughter in law, living in Seattle, WA.

Ron is an experienced Safety Ministries Leader for The Church of the Good Shepherd, Episcopal, Vancouver, WA. He also serves as the Safety & Security Coordinator for the Episcopal Diocese of Olympia, Washington. With a background as a police officer, licensed mental health professional, and retired owner of Behavioral Forensics & Investigations, PLLC, he is well-equipped to facilitate training and consultations on church properties. He has also been a Search and Rescue and Disaster Response volunteer since 1982 and now specializes in technical search communications management. He is an NRA-certified firearms instructor with specialty certifications and a particular interest in self-defense laws. He holds a BS in Forensic Science from Univ. of CA Berkeley, an MA in Public Service from the Univ. of San Francisco, and an MS in Clinical Counseling from CA State University, Hayward. He is a contributing author in several textbooks relating to Forensic Criminology.

Richard Hunt has been married to his wife, Debbie, for 39 years. They have one daughter, a son-in-law, and two young grandsons.

Richard was a Police Officer in Colorado Springs, Colorado, for 31 years, retiring in 2018. In addition to Patrol, he was a Detective in the Major Crimes Unit for 13 years, specializing in Sex Crimes, Crimes Against Children, and Internet Crimes Against Children. For most of his career, he was a Training Officer for recruits and detectives just starting their new positions. He has also been certified as an instructor for FBI Defensive Tactics, straight and side-handle baton, and TASER. He was also trained in and became a coach for Crisis Intervention Training.

After the active shooter at New Life Church, in early 2008, his church began a Safety Team that he has led since its inception.

Since retiring, he began “Hunt’s Alley,” training other area Safety Teams in decisional shooting (using a laser simulation), OC Gel, and scenarios based on actual events in Faith-Based Organizations. He joined the FBSN Board in 2022.

APPENDIX

These documents are available for members to download on the FBSN website at <https://www.fbsnamerica.com/safety-ministry-guidelines> .

CHAPTER 1 TEN COMPONENTS FOR STARTING A SAFETY TEAM

The original document this chapter was derived from is, “10 Standards for Starting or Improving a Program, Essential Elements”. That document will always be available as a resource for both FBSN members and for them to freely give any church asking for any kind of document. The following resources are provided by others as listed.

- *Sheepdog Church Security, LLC* Security Assessment tool
- Decision Tree Safety/Security Assessment Issues
- Incident Reports – *Sheepdog Church Security, LLC* format
- Incident Report – Church of the Good Shepherd format

Church Security Assessment

Do-It-Yourself

Kris P. Moloney

This Do-It-Yourself Church Security Assessment is the very first step in improving the level of safety and security at your local church. It helps you identify the risks so you can start addressing them.

I have one word of caution for you before you begin. It can be a little disheartening at first when you discover all the risks that need to be mitigated.

Take Heart!!! You are doing the right thing. In my years as a Law Enforcement Officer and Crime Prevention Specialist, I have learned even the smallest effort can stop crime. Installing a light, updating a lock and trimming an over grown bush can pay off in big ways.

After you complete this Church Assessment, please consider using our Safety Member Certification for your Safety Team of volunteers.



SAFETY / SECURITY MINISTRY SHORT ASSESSMENT

SURVEY INFORMATION

HOUSE OF WORSHIP NAME	ADDRESS	CITY, STATE, ZIP

KEY CONTACT PERSON	TELEPHONE	EMAIL ADDRESS

SAFETY/SECURITY DIRECTOR	TELEPHONE	EMAIL ADDRESS

CONDUCTED BY

NAME	TELEPHONE	DATE

GENERAL CHURCH INFORMATION

MEMBERS	AVERAGE ATTENDANCE	YOUTH/CHILDREN

STAFF (FULL-TIME)	STAFF (PART-TIME)	VOLUNTEERS

Location:

☐ Urban ☐ Suburban ☐ Rural

Does the church have?

☐ Day Care ☐ Gymnasium ☐ School or Classrooms

Electronic Security Alarm System:

☐ Yes ☐ No

Electronic Access Control System:

☐ Yes ☐ No

Video Surveillance System:

☐ Yes ☐ No

Safety/Security Team:

☐ Yes ☐ No

Staff Safety Training Program:

☐ Yes ☐ No

Volunteer Safety Training Program:

☐ Yes ☐ No

SAFETY MINISTRY
CONFIDENTIAL
SECURITY ASSESSMENT

CHURCH/HOUSE OF WORSHIP

A church is a building or location where a group of people come to perform acts of religious study, honor, or devotion. The term “church” may be used for churches, synagogues, mosques, or temples. It is usually a building intended for the performance of religious services and rituals.

NEIGHBORHOOD☐ YES ☐ NO ☐ NA

Are there “crime generators” in the immediate neighborhoods of the church?

Comment:

☐ YES ☐ NO ☐ NA

Can the church be observed from surrounding facilities and streets?

Comment:

PROPERTY PERIMETER

It is desirable that the church property perimeter or boundaries be clearly defined and recognizable. This can be accomplished by fencing, landscaping, signage, etc.

☐ YES ☐ NO ☐ NA

Are property boundaries of the church easily recognizable by visual means?

Comment:

☐ YES ☐ NO ☐ NA

Are there signs near the property perimeter directing visitors to appropriate locations for building entry?

Comment:

EXTERNAL GROUNDS

External grounds may include vehicle parking areas, pedestrian walkways, playgrounds or recreational areas, detached storage facilities, open or landscaped areas, etc.

☐ YES ☐ NO ☐ NA

Are designated parking lots or parking areas well lit?

Comment:

☐ YES ☐ NO ☐ NA

Are all sides of the church illuminated by exterior lighting?

Comment:

☐ YES ☐ NO ☐ NA

Are sight lines from the church to playgrounds unobstructed by landscaping, plant growth or other means?

Comment:

☐ YES ☐ NO ☐ NA

Are bushes, shrubbery or other plant growth trimmed in an appropriate manner so as not to serve as a hiding place or a place of concealment?

Comment:

BUILDING PERIMETER

☐ YES ☐ NO ☐ NA

Are visitor entry points clearly identified?

Comment:

☐ YES ☐ NO ☐ NA

Is the designated visitor entry point under the visual supervision of a receptionist or administrative office?

Comment:

☐ YES ☐ NO ☐ NA

Are perimeter pedestrian entryways equipped with full flush metal or solid core doors at least 1 ¾" thick and secured with deadbolt locking devices (where life safety codes do not govern otherwise) and door hinges that do not permit the pins to be removed from the exterior?

Comment:

☐ YES ☐ NO ☐ NA

Are the locks on all building entry points functional and in a good state of repair?

Comment:

☐ YES ☐ NO ☐ NA

Do exterior door frames have reinforced strike plates secured by at least four (4), 3" screws?

Comment:

☐ YES ☐ NO ☐ NA

Are exterior doors equipped with high quality cylindrical, tapered locks with a deadbolt at least 1" in length?

Comment:

☐ YES ☐ NO ☐ NA

Are operable exterior windows easily locked?

Comment:

☐ YES ☐ NO ☐ NA

Is there a clear responsibility for unlocking and locking the church each day?

Comment:

ELECTRONIC INTRUSION DETECTION SYSTEM☐ YES ☐ NO ☐ NA

Does the church have an electronic intrusion detection system?

Comment:

☐ YES ☐ NO ☐ NA

Are there clear signs and/or decals posted on the exterior of the building (doors and windows) indicating the facility is equipped with an intrusion detection system?

Comment:

☐ YES ☐ NO ☐ NA

Is the intrusion detection system centrally monitored?

Comment:

☐ YES ☐ NO ☐ NA

Are the arm/disarm codes for an intrusion detection system changed and re-issued at least annually?

Comment:

INTERNAL BUILDING AREAS☐ YES ☐ NO ☐ NA

Are all interior hallways and rooms well lit?

Comment:

☐ YES ☐ NO ☐ NA

Are interior lights within restrooms controlled by wall switches? Restroom lighting should either be controlled by motion detectors or be on continuously via key switches anytime the church is occupied.

Comment:

☐ YES ☐ NO ☐ NA

Can restroom entry doors be locked from inside the restroom? It is recommended that restrooms not be capable of being locked from the inside.

Comment:

KEY MANAGEMENT AND CONTROL

☐ YES ☐ NO ☐ NA

Is there a single person responsible for key issuance and record keeping?

Comment:

☐ YES ☐ NO ☐ NA

Is there an accurate record of who has been issued church keys?

Comment:

CHURCH PROPERTY INVENTORY

☐ YES ☐ NO ☐ NA

Is the responsibility for church property inventory assigned to a specific staff member?

Comment:

☐ YES ☐ NO ☐ NA

Have the serial numbers and model numbers been recorded for easy identification? (Hint: Photograph Item and product plate)

Comment:

☐ YES ☐ NO ☐ NA

Is there a written (preferably computerized) inventory of all church property and equipment of value?

Comment:

CHILDREN AND YOUTH SECURITY

☐ YES ☐ NO ☐ NA

Is there a church policy that requires a background check of staff and volunteers?

Comment:

☐ YES ☐ NO ☐ NA

Is there a policy that requires volunteers to be a member of the church or active in church activities for at least six months before they can be directly involved in children and youth activities?

Comment:

☐ YES ☐ NO ☐ NA

Is there a child-tag system or other child check in and check out procedure for the children's ministry and nursery?

Comment:

FINANCIAL SECURITY

☐ YES ☐ NO ☐ NA

Is there a policy that requires at least three people to be present during the collection and counting of the offering? Are they rotated regularly?

Comment:

☐ YES ☐ NO ☐ NA

Is there a church policy that no one person has the authority to approve purchases, issue funds and sign checks?

Comment:

☐ YES ☐ NO ☐ NA

Does a certified public accountant or other qualified outsider conduct an annual audit of church's finances?

Comment:

SAFETY MINISTRY

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☐ YES ☐ NO ☐ NA

Does the church have a UL-approved money safe onsite (bolted to the floor) for the storage of cash funds?

Comment:

SAFETY MINISTRY

A Safety Ministry is a select group of volunteers and staff who serve the congregation by maintaining a safe and secure environment for worship, prayer and study. The Safety Ministry supports the Church's primary mission by adding layers of safety to the church's activities and events.

SAFETY MINISTRY BASICS

☐ YES ☐ NO ☐ NA

Do you have a designated board or person responsible for the oversight and management of safety and security risks in the church?

Comment:

☐ YES ☐ NO ☐ NA

Does your church have safety program for staff and volunteers to create awareness and train proper safety and security procedures?

Comment:

☐ YES ☐ NO ☐ NA

Do you have a written emergency response plan and related policies?

Comment:

SECURITY TEAM BASICS

☐ YES ☐ NO ☐ NA

Do you have a team of volunteers trained in the basic duties and responsibilities of serving on a church security team?

Comment:

☐ YES ☐ NO ☐ NA

Have team members undergone a thorough screening, including a criminal background check, applications and interviews?

Comment:

☐ YES ☐ NO ☐ NA

Are team members trained in ethics and conduct, patrol procedures, situational awareness, radio procedures, reporting and forms, suspicious behaviors and calling 911?

Comment:

FIRE SAFETY AND EVACUATIONS

☐ YES ☐ NO ☐ NA

Does your safety team regularly conduct fire safety inspections of doors, hallways, emergency lights, fire extinguishers, etc?

Comment:

☐ YES ☐ NO ☐ NA

Does your church conduct annual fire drills?

Comment:

DISRUPTIVE PERSONS

☐ YES ☐ NO ☐ NA

Does your safety team train for dealing with disruptive persons, protestors, or people suffering from a personal crisis or mental illness?

Comment:

☐ YES ☐ NO ☐ NA

Are members of your safety team trained in verbal de-escalation?

Comment:

USE OF FORCE LAWS☐ YES ☐ NO ☐ NA

Does your safety team understand criminal and civil liability?

Comment:

☐ YES ☐ NO ☐ NA

Are members of your safety team trained in use of force and citizen's arrest laws?

Comment:

☐ YES ☐ NO ☐ NA

Do your security team members follow a set of written guidelines as to how much force may be used against a person in a given situation?

Comment:

MEDICAL RESPONSE☐ YES ☐ NO ☐ NA

Does your safety team maintain a fully stocked first-aid kit?

Comment:

☐ YES ☐ NO ☐ NA

Are members of your safety team trained in basic first aid, CPR, and AED use (if you have AEDs)?

Comment:

ACTIVE SHOOTERS AND LOCKDOWN DRILLS☐ YES ☐ NO ☐ NA

Does your emergency response plan address of active shooters?

Comment:

10

☐ YES ☐ NO ☐ NA

Does your team regularly train in the containment and engagement of an active shooter?

Comment:

☐ YES ☐ NO ☐ NA

Can your team implement lockdown procedures in the event of an active shooter within the church?

Comment:

FIREARMS ISSUES☐ YES ☐ NO ☐ NA

Are they licensed to carry a weapon in your state?

Comment:

☐ YES ☐ NO ☐ NA

Do you require team members who carry firearms to receive regular, formal weapons training?

Comment:

COURTESY OF SHEEPDOG CHURCH SECURITY ACADEMY

This Security Assessment relied heavily on guidelines provided by the American Crime Prevention Institute and the discontinued website Church Safety (dot) com.

CHECK OUT OUR SAFETY MEMBER CERTIFICATION

Follow this Link or Copy and Paste the URL into your browser

<https://sheepdog-church-security.thinkific.com/bundles/complete-church-security-training-system>

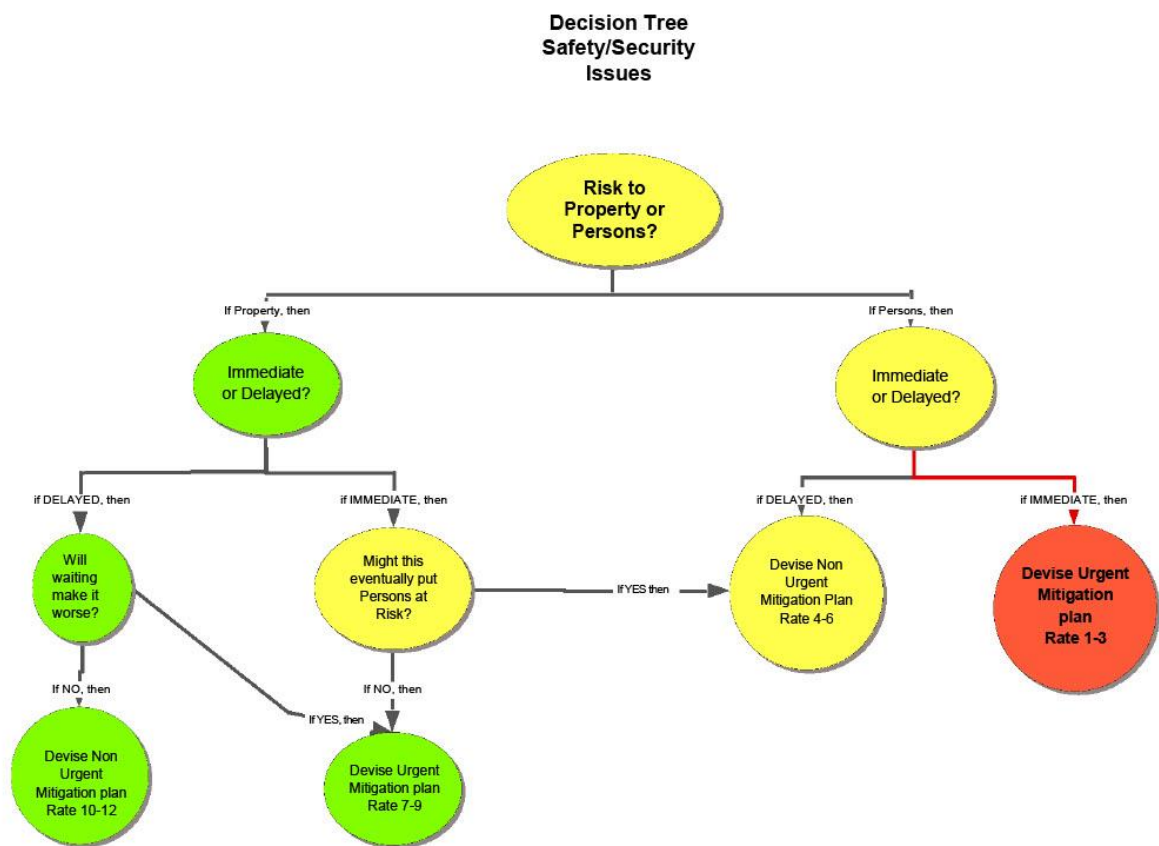
If there is anything I can do for you, please do not hesitate to contact me:

Kris P. Moloney

Security Assessment Specialist

kris@sheepdogchurchsecurity.net

(952) 470-7364 (Mon – Fri between 9am and 4pm Central Time Zone)





Church Safety Team INCIDENT REPORT

Release of Information on Juveniles is Restricted



INCIDENT INFORMATION						
Campus	Incident Occurred	Service Personnel Contacted			Notified Safety Director	Notified Church Leadership
		Police	EMS	Fire		
Date:						
Time:						
Name of Reporter:					Phone:	
INCIDENT TYPE						
<input type="checkbox"/> Lost Child / Parent		<input type="checkbox"/> Medical Emergency		<input type="checkbox"/> Violent Physical Behavior		
<input type="checkbox"/> Lost / Stolen Property		<input type="checkbox"/> Fire / False Alarm		<input type="checkbox"/> Terroristic Threat		
<input type="checkbox"/> Damage to Property		<input type="checkbox"/> Suspicious Person		<input type="checkbox"/> Safety / Security Concern		
<input type="checkbox"/> Other:						
PERSONS INVOLVED						
PERSON 1	Name:			Age:	Phone:	
	Street:			City:	State:	Zip:
	Parent/Guardian:			Phone:		
PERSON 2	Name:			Age:	Phone:	
	Street:			City:	State:	Zip:
	Parent/Guardian:			Phone:		
PERSON 3	Name:			Age:	Phone:	
	Street:			City:	State:	Zip:
	Parent/Guardian:			Phone:		
DESCRIPTION ALLEGED PERPETRATOR						
DESCRIPTION OF PERSON				DESCRIPTION OF VEHICLE		
Height:	Hair:	Build:		Make:	Color:	
Weight:	Eyes:	Clothes:		Model:	# of Doors:	
Other:				Other:		
DESCRIPTION OF INCIDENT						
SAFETY AND SECURITY TEAM MEMBER INFORMATION						
<div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 45%;"> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="font-size: small;">Print Name (Safety Team Member)</div> <div style="border-bottom: 1px solid black; margin-top: 20px; margin-bottom: 5px;"></div> <div style="font-size: small;">Signature (Safety Team Member)</div> </div> <div style="width: 45%;"> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="font-size: small;">Today's Date</div> </div> </div>						



Church Safety Team FOLLOW-UP REPORT

Release of Information on Juveniles is Restricted



REPORTING SOURCE			
Name of Reporter:		Position:	
Ministry / Event:		Phone:	
Street:	City:	State:	Zip:
BRIEF SUMMARY OF INCIDENT			
RESPONSE / ACTION TAKEN			
SUPERVISOR COMMENTS / INTERVENTIONS			
MINISTRY LEADER INFORMATION			
<div style="margin-bottom: 10px;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="font-size: small; margin-top: 5px;">Print Name (Staff Member)</div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="font-size: small; margin-top: 5px;">Signature (Staff Member)</div> </div> <div style="width: 45%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="font-size: small; margin-top: 5px;">Today's Date</div> </div> </div>			



Church Safety Team PATROL LOG

Release of Information on Juveniles is Restricted



SAFETY MINISTRY / PATROL INFO.			CAMPUS / ACTIVITY INFO.	
Date		<input type="checkbox"/> Observation	<input type="checkbox"/> Facilities	<input type="checkbox"/> Grounds
Time		<input type="checkbox"/> Operations	<input type="checkbox"/> Service	<input type="checkbox"/> Mid-Week
Reporter		<input type="checkbox"/> Incident	<input type="checkbox"/> Other:	
General Description				

SAFETY MINISTRY / PATROL INFO.			CAMPUS / ACTIVITY INFO.	
Date		<input type="checkbox"/> Observation	<input type="checkbox"/> Facilities	<input type="checkbox"/> Grounds
Time		<input type="checkbox"/> Operations	<input type="checkbox"/> Service	<input type="checkbox"/> Mid-Week
Reporter		<input type="checkbox"/> Incident	<input type="checkbox"/> Other:	
General Description				

SAFETY MINISTRY / PATROL INFO.			CAMPUS / ACTIVITY INFO.	
Date		<input type="checkbox"/> Observation	<input type="checkbox"/> Facilities	<input type="checkbox"/> Grounds
Time		<input type="checkbox"/> Operations	<input type="checkbox"/> Service	<input type="checkbox"/> Mid-Week
Reporter		<input type="checkbox"/> Incident	<input type="checkbox"/> Other:	
General Description				

SAFETY MINISTRY / PATROL INFO.			CAMPUS / ACTIVITY INFO.	
Date		<input type="checkbox"/> Observation	<input type="checkbox"/> Facilities	<input type="checkbox"/> Grounds
Time		<input type="checkbox"/> Operations	<input type="checkbox"/> Service	<input type="checkbox"/> Mid-Week
Reporter		<input type="checkbox"/> Incident	<input type="checkbox"/> Other:	
General Description				



Church Safety Ministry SAFE ACCESS LOG



SAFE ACCESS INFO.		NAMES <small>(Please Print Legibly)</small>	INITIALS	PURPOSE
Date				<input type="checkbox"/> Deposit
Time				<input type="checkbox"/> Petty Cash
Ministry/Dept.				<input type="checkbox"/> Mgr Access
Campus				<input type="checkbox"/> Bank Dep.
SAFE ACCESS INFO.		NAMES <small>(Please Print Legibly)</small>	INITIALS	PURPOSE
Date				<input type="checkbox"/> Deposit
Time				<input type="checkbox"/> Petty Cash
Ministry/Dept.				<input type="checkbox"/> Mgr Access
Campus				<input type="checkbox"/> Bank Dep.
SAFE ACCESS INFO.		NAMES <small>(Please Print Legibly)</small>	INITIALS	PURPOSE
Date				<input type="checkbox"/> Deposit
Time				<input type="checkbox"/> Petty Cash
Ministry/Dept.				<input type="checkbox"/> Mgr Access
Campus				<input type="checkbox"/> Bank Dep.
SAFE ACCESS INFO.		NAMES <small>(Please Print Legibly)</small>	INITIALS	PURPOSE
Date				<input type="checkbox"/> Deposit
Time				<input type="checkbox"/> Petty Cash
Ministry/Dept.				<input type="checkbox"/> Mgr Access
Campus				<input type="checkbox"/> Bank Dep.
SAFE ACCESS INFO.		NAMES <small>(Please Print Legibly)</small>	INITIALS	PURPOSE
Date				<input type="checkbox"/> Deposit
Time				<input type="checkbox"/> Petty Cash
Ministry/Dept.				<input type="checkbox"/> Mgr Access
Campus				<input type="checkbox"/> Bank Dep.
SAFE ACCESS INFO.		NAMES <small>(Please Print Legibly)</small>	INITIALS	PURPOSE
Date				<input type="checkbox"/> Deposit
Time				<input type="checkbox"/> Petty Cash
Ministry/Dept.				<input type="checkbox"/> Mgr Access
Campus				<input type="checkbox"/> Bank Dep.

Signature (Safety Team Member)

Today's Date



Church Safety Ministry SUSPECTED CHILD MALTREATMENT REPORT

Release of Information on Juveniles is Restricted



SUSPECTED MALTREATMENT TIMELINE						
Campus	Child Maltreatment Suspected	Service Personnel Contacted		Church Leadership Contacted	Report Completed	
		Police	County Social Services		Oral	Written
Date:						
Time:						
Requirement:	If it is a Recent Incident or further Abuse is Imminent Report Immediately. Otherwise, Oral Report in 24 hours.					
Did intake worker accept the oral suspected maltreatment report? <input type="checkbox"/> Yes <input type="checkbox"/> No						
PEOPLE / AGENCIES INVOLVED						
RECEIVING AGENCY	Worker Name:			Phone:		
	Agency Name:			Fax:		
	Street:		City:	State:	Zip:	
REPORT SOURCE	Worker Name:			Position:		
	Ministry / Event:			Phone:		
	Street:		City:	State:	Zip:	
ALLEGED VICTIM	Name:		<input type="checkbox"/> M <input type="checkbox"/> F	Age:	Phone:	
	Home Address:		City:	State:	Zip:	
	Parent/Guardian:			Phone:		
	Parent/Guardian:			Phone:		
ALLEGED PERPETRATOR	Name:		<input type="checkbox"/> M <input type="checkbox"/> F	Age:	Phone:	
	Relationship to Family or Child?			Resides with victim?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Home Address:		City:	State:	Zip:	
	Interpreter Needed?		<input type="checkbox"/> Yes <input type="checkbox"/> No	Language Spoken?		
ALLEGED VICTIM'S CURRENT HOUSEHOLD / FAMILY INFORMATION						
<i>List all people associated with victim (except perpetrator - that info is listed separately above)</i>						
Household / Family Member Name		Relationship to Victim		Age or DOB	Reside with Victim	
					<input type="checkbox"/> Yes <input type="checkbox"/> No	
					<input type="checkbox"/> Yes <input type="checkbox"/> No	
					<input type="checkbox"/> Yes <input type="checkbox"/> No	
					<input type="checkbox"/> Yes <input type="checkbox"/> No	
					<input type="checkbox"/> Yes <input type="checkbox"/> No	
					<input type="checkbox"/> Yes <input type="checkbox"/> No	
ADDITIONAL FAMILY INFORMATION						
<i>(i.e. non-custodial or absent parent contact info, custodial arrangements, need for interpreters, language)</i>						

DESCRIPTION OF INCIDENT	
RESPONSE / ACTION TAKEN	
SUPERVISOR COMMENTS / INTERVENTIONS	
SAFETY AND SECURITY TEAM MEMBER INFORMATION	
<div><div><div></div><div><i>Print Name (SST Staff Member)</i></div></div><div><div></div><div><i>Signature (SST Staff Member)</i></div></div></div> <div><div></div><div><i>Today's Date</i></div></div>	

YOUR
CHURCH INFO
HERE

☐

CHECK IF SENSITIVE REPORT
FILE SEPARATELY!

ADVERSE INCIDENT REPORT

CHECK THE APPROPRIATE TYPE, COMPLETE THE INFORMATION REQUESTED AND RETURN TO THE CHURCH OFFICE IMMEDIATELY—THANK YOU

CRIME MEDICAL PROPERTY DAMAGE HAZARDOUS CONDITION

CRITICAL MAINTENANCE OTHER

DESCRIPTION OF INCIDENT OR CONDITION:

ACTION TAKEN AT TIME OF INCIDENT (FIRST AID, 9-1-1, ETC):

DATE TIME LOCATION

REPORTED BY: PHONE:

PRIMARY INVOLVED PARTIES:

CONTACT INFORMATION:

WITNESSES: PHONE

WITNESSES: PHONE

WITNESSES: PHONE

9-1-1 CALLED? YES NO AGENCY REPORTED TO:

DID THE AGENCY RESPOND TO SCENE? YES NO ONLINE REPORT

INCIDENT REPORT # OFFICER?

COMPLETED BY: PHONE:

DATE COMPLETED TIME PHOTOS TAKEN YES NO

USE BACK FOR ADDITIONAL COMMENTS IF NEEDED

NOTIFICATIONS	DATE	FOR OFFICE USE ONLY TIME	REVIEWED BY
RECTOR	_____	_____	_____
MINISTRY ADMIN	_____	_____	_____
MAINTANENCE	_____	_____	_____
SAFETY TEAM	_____	_____	_____
TO ADMIN FOR FILING	_____		_____

INSTRUCTIONS FOR COMPLETION

PLEASE COMPLETE THIS FORM AS SOON AS POSSIBLE AFTER THE EVENT

PLEASE WRITE LEGIBLY AND COMPLETELY AND USE BLACK OR BLUE INK

COMPLETE CLASS OF INCIDENT BOX OR BEST DESCRIPTION IN "OTHER"

CALL 9-1-1 ON ALL CRIMINAL RELATED MATTERS IMMEDIATELY

TO INCLUDE BUT NOT LIMITED TO:

- TRESPASS, THEFT, CRIMINAL BEHAVIOR
- MALICIOUS MISCHIEF
- DISRUPTIVE PERSONS
- THREATS
- ANY SUSPICIOUS CIRCUMSTANCE CAUSING FEAR OR ALARM

CALL 9-1-1 FOR ALL MEDICAL INCIDENTS IMMEDIATELY IF THERE IS ANY

QUESTION OF SEVERITY OF INJURY OR ILLNESS TO INCLUDE BUT NOT LIMITED TO:

- SEVERE BLEEDING
- DIFFICULTY BREATHING
- ALLERGIC REACTION
- CHEST PAIN
- LOSS OF OR ALTERED CONSCIOUSNESS
- SEVERE PAIN OR INABILITY TO MOVE NORMALLY

CALL 9-1-1 FOR ANY CONDITION SUGGESTING THE POSSIBILITY OF FIRE

SCHOOL SHOULD COMPLETE THIS FORM AND THEIR PROTOCOLS

WORK-RELATED INJURIES MUST BE REPORTED BY LAW TO LABOR & INDUSTRIES

HAZARDOUS CONDITIONS SHOULD BE REPORTED TO THE RECTOR IMMEDIATELY

RESOURCE NUMBERS:

POISON CONTROL 800-222-1222

YOUR MEDICAL CENTER XXX-XXX-XXXX

AMBULANCE XXX-XXX-XXXX (for destination hospital INFO ONLY—CALL 9-1-1 FOR HELP)

FOR SENSITIVE OR MEDICAL EVENTS, CHECK THE BOX AT THE TOP ON THE FIRST PAGE

NOTES:

FORWARD TO ADMINISTRATIVE ASSISTANT WHEN COMPLETE

CHAPTER 2 BUILDING THE SAFETY TEAM

- Sheepdog Church Security, LLC SMT Application Form
- Sheepdog Church Security, LLC SMT Job descriptions



CHURCH SAFETY MINISTRY SAFETY TEAM APPLICATION

APPLICANT

NAME	DOB	ADDRESS	CITY, STATE, ZIP

EMAIL ADDRESS	CELL PHONE	HOME PHONE

QUALIFICATIONS

- ☐ I am a member or regular attendee of the Church
☐ I am physically qualified to perform the duties of a Church Safety Volunteer
☐ I understand Church Safety Volunteers are Not Employees of Church
☐ I have no disqualifying criminal convictions (Policy available upon request)

REFERENCES

NAME	RELATIONSHIP	PHONE NUMBER	Office Use

LET'S GET TO KNOW YOU

Do you have any special qualifications or experiences relevant to safety or security?

What makes you interested in joining the Church Safety Team?

What other gifts and talents do you have to offer the Church and the Safety Ministry?

Signature _____ Today's Date: _____

OFFICE USE ONLY			
Approval: <input type="checkbox"/> Yes <input type="checkbox"/> No	Clear Background: <input type="checkbox"/> Yes <input type="checkbox"/> No	Date: _____	Authority: _____

Church Safety Ministry

Confidential

Application

**USE THESE SAMPLE DUTY DESCRIPTIONS TO DEVELOP YOUR OWN,
SPECIFIC TO YOUR Faith Based Organization**

Safety Ministry Team Lead

Position Title: Safety Ministry Team Lead

Reports To: Lead Pastor

Principle Function

The Safety Ministry Team Lead will be responsible for the development of safety and security guidelines and procedures based on the industry's best practices; directing and managing security at all FBO facilities and at all related FBO activities; recruiting, training, and directing the SMT; developing and overseeing the budget for the security department; communicating security needs to the staff and congregation.

Specific List of Responsibilities

- Security—The Safety Ministry Team Lead will be responsible for ensuring the security of the building(s). This includes conducting regular, documented inspections focusing on adequate lighting, bushes around doors and windows, locks on windows and doors, office security, daytime security, evening security, weekend security, and after-hours security. The Safety Ministry Team Lead will also oversee all access and security procedures and equipment. The Safety Ministry Team Lead will train volunteers to serve on the Safety Ministry Team.
- Youth and Children – the Safety Ministry Team Lead will be responsible for the security of our youth and children. This includes advising staff on guidelines related to hiring, supervision, and training of volunteers and hired staff. The Safety Ministry Team Lead will also consult with leaders on key events taking place on and off property, including at risk activities.
- Financial – the Safety Ministry Team Lead will oversee the security of the offerings and collections from start to finish. This includes the development and enforcement of guidelines and procedures. The Safety Ministry Team Lead is also responsible for securing funds received during special events. They will also oversee development of the proposed safety and security team budgets for senior leadership and board approval.

- Emergencies and Crises – the Safety Ministry Team Lead will oversee responses to any emergencies and crises that may occur. This includes developing procedures and training others as needed to be able to respond. This may mean the coordination of the health and welfare (medical) team, communications, knowledge of shelters, escape routes, signage, coordinating with emergency responders, and supplies that may be needed. The Safety Ministry Team Lead is also responsible for practicing emergency procedures with the congregation as a whole or more minor groups as required. The Safety Ministry Team Lead will develop a relationship and liaise with local police, fire, and emergency personnel.
- Perform duties and responsibilities in a manner that Glorifies Christ and furthers the mission and ministry purposes of Friendship Church. (Colossians 3:23, 24)
- Other general responsibilities:
 - a) Serve at a middle management level, demonstrating a high loyalty to Jesus Christ, the FBO, and fellow servants.
 - b) Assist in recruiting and enlisting needed volunteers for the Safety Ministry Team.
 - c) Supply safety and security articles on a periodic basis for staff and volunteers relating to their area of ministry.
 - d) Serve as an effective staff liaison to assigned Ministry Teams and Standing Committees.
 - e) Adhere to FBO-approved guidelines as outlined in [YOUR FBO NAME] Bylaws and Guidelines and Procedures
- Other Safety and Security duties as assigned by the Lead or Campus Pastor.

Assistant Safety Ministry Team Lead

Position Title: Assistant Safety Ministry Team Lead

Reports To: Lead Pastor and Safety Ministry Team Lead

Principle Function

The Assistant Safety Ministry Team Lead will assist and perform all the duties of the Safety Ministry Team Lead in their absence: development of safety and security guidelines and procedures based on the industry's best practices; directing and managing security at all FBO facilities and all related FBO activities; recruiting, training, and directing the SMT; developing and overseeing the budget for the security department; communicating security needs to the staff and congregation.

Specific List of Responsibilities

- Security—The Assistant Safety Ministry Team Lead will be responsible for ensuring the building's security. This includes regular, documented inspections focusing on adequate lighting, visual obstructions around doors and windows, locks on windows and doors, office security, daytime security, evening security, weekend security, and after-hour security. The Assistant Safety Ministry Team Lead will also oversee all access and security procedures and equipment. The Assistant Safety Ministry Team Lead will train volunteers to serve on the Safety Ministry Team.
- Youth and Children – the Assistant Safety Ministry Team Lead will be responsible for the security of our youth and children. This includes advising staff on guidelines related to hiring, supervision, and training of volunteer and hired staff. The Assistant Safety Ministry Team Lead will also consult with leaders on key events on and off property, including at-risk activities.
- Financial – the Assistant Safety Ministry Team Lead will oversee the security of the offerings and collections from start to finish. This includes the development and enforcement of guidelines and procedures. The Assistant Safety Ministry Team Lead is also responsible for securing funds received during special events.
- Emergencies and Crises – the Assistant Safety Ministry Team Lead will oversee responses to any emergencies and crises that may occur. This includes

developing procedures and training others as needed to be able to respond. This may mean the coordination of the health and welfare (medical) team, communications, knowledge of shelters, escape routes, signage, coordinating with emergency responders, and supplies that may be needed. The Assistant Safety Ministry Team Lead is also responsible for practicing emergency procedures with the congregation as a whole or more minor groups as required. The Assistant Safety Ministry Team Lead will develop relationships and liaise with local police, fire, and emergency personnel.

- Perform duties and responsibilities to Glorify Christ and further the mission and ministry purposes of the FBO. (Colossians 3:23, 24)
- Other general responsibilities:
 - a) Demonstrate high loyalty to Christ, the FBO, and fellow servants.
 - b) Assist in recruiting and enlisting needed volunteers for the Safety Ministry Team.
 - c) Supply safety and security articles related to their area of ministry on a periodic basis for staff and volunteers.
 - d) Serve as an effective staff liaison to assigned Ministry Teams and Standing Committees.
 - e) Adhere to FBO-approved guidelines as set forth in the FBOs Bylaws and Guidelines and Procedures
- Other Safety and Security duties as assigned by the Lead or Campus Pastor.

Safety Ministry Team Volunteer

Position Title: Safety Ministry Team Volunteer

Reports To: Safety Ministry Team Lead

Principle Function

The Safety and Security Volunteer guards all FBO property against fire, theft, vandalism, illegal entry, or other violations of state, local, or organizational rules governing misconduct; is responsible for maintaining safe and secure grounds and buildings for Friendship Church ministries; and coordinates any emergency assistance needed on Friendship Church property.

Specific List of Responsibilities

- Periodically patrol buildings and grounds.
- Examine doors, windows, and gates to determine their security.
- Warn violators of rule infractions.
- Facilitate equipment check in and check out, i.e., radios, DSM banners, etc.
- May be required to apprehend or expel persons involved in misconduct.
- May be required to inspect equipment and machinery to ascertain if tampering has occurred.
- Watch for and report irregularities such as fire hazards, leaking water pipes, or any conditions including failure to properly secure facilities that may endanger person(s) on FBO property.
- Observe departing personnel to provide high-profile protection against injury or person(s) needing assistance while preventing misuse, theft, or other abuses that can develop with larger groups of individuals moving or leaving at one time.
- May be required to assist with injured individuals and call for fire, paramedic, or

police services.

- Must know the laws, FBO rules, regulations and guidelines pertaining to safety and security services.
- Must be capable of clear and concise communication (verbal and written) for reporting incidents that have a bearing on the FBO or anything that could lead to legal actions, such as arrests, lawsuits, or violent actions by persons on the FBO property.
- Vehicle and pedestrian traffic may be required to be regulated to maintain a safe and pleasant environment on the FBO property.
- Report building maintenance, custodial, or grounds problems to the Maintenance Director.
- Perform duties and responsibilities that glorify Christ and further the mission and ministry purposes of Friendship Church. (Colossians 3:23, 24)
- Other general responsibilities:
 - a) May have to act as information or assistance officers.
 - b) Assist in recruiting and enlisting needed volunteers for the Safety Ministry Team.
 - c) Adhere to FBO-approved rules and guidelines as outlined in the FBOs Bylaws and Guidelines and Procedures
- Other Safety and Security duties as the Safety Ministry Team Lead assigned.

CHAPTER 3 STANDARD OPERATING GUIDELINES

- G-02 Training Records (Volunteer Training and Competency Notification Form and Training Matrix from Personal Defense Training LLC)
- G-04 SMT CCW Sign-Off Form (Grace Church format)
- G-04 FBSN Firearms Skills Assessment
- G-10 DHS Bomb Threat Guidance
- G-10 DHS Bomb Threat Procedures

Safety Ministry Team (SMT) Volunteer Training and Competency Notification Form

(Use this form to document Training Events and evaluation of competency)

Name: _____

Date of Training: _____ **Trained By:** _____

Training Category *(check all that apply):*

☐ Group Training – See list attached

- ☐ New Team Member Orientation.
- ☐ I. SMT Guidelines & Procedures.
- ☐ II. Emergency Action Plans (EAPs)
- ☐ III. Specific Training
- ☐ IV. Specific Task & OTJ Training
- ☐ V. Narcan Training
- ☐ VI. OC Pepper Spray or Less Lethal
- ☐ VII. Firearms Safety & CCW Qualification.
- ☐ IIX. Self Defense Training (Holds and Control, Etc.)
- ☐ Other *(please note):* _____

Objectives: ☐ Training Objective ☐ Evaluation of Competency

Description of Training / Evaluation:

☐ Multi Media ☐ Reading ☐ OTJ ☐ Other

☐ See back of form or attached sheet

Training Level: ☐ Grandfathered ☐ Team Member ☐ Team Leader ☐ Incident Supervisor
☐ Training Coordinator ☐ Other: _____

Verification and Certification of Training and Competency:

I certify that I completed the training as described above and understand all procedures, processes, and actions required to meet the objectives of the training.

Volunteer *(signature)*: _____ Date: _____

I certify that I have trained this volunteer. I have also evaluated the ability of this person to competently perform the defined tasks, jobs or activities as referenced in the objectives section above.

Competency evaluated by: ☐ Review of documents ☐ Evaluation or Testing ☐ Successful completion of task(s)
☐ Other *(please note):* _____

Trained By: _____ Date: _____

Turn in completed forms to the SMT Team Leader and Copy Training Coordinator

SMT Training Notification Form (Revised: 3/5/2024)

[illegible]

Name _____

Safety Ministry Team Concealed Carry Weapon Policy – Signoffs

Prerequisite Review Checklist:

☐ SMT Application Form): Date: _____ ☐ Initial Interview conducted: Date: _____

☐ Passed Original Background Check: Date: _____

Date Completed _____ SMT Leader(s) _____

1. Prior to applying for SMT CCW approval, the candidate should have one-year experience serving on the SMT, to determine the demeanor and character of the candidate, active Law Enforcement Officers (LEO) or a retired LEOs (RLEO) are exempt. At the discretion of the SMT Team Leaders, the one-year period may be shortened, based on the qualifications of the candidate (*include information / justification on back of form or attach additional pages*)

Date Completed _____ SMT Leader(s) _____

2. A CCW interview with vetting team—SMT Leaders, one LEO or RLEO, and other team member(s)
 - a. Focus on temperament and personality as well as verbal, observation, de-escalation, and firearms proficiency skills
 - b. A second background check will be done (if not completed within the previous 12 months).

Date Completed _____ SMT Leader(s) _____

3. Person desiring authorization to carry concealed must complete:
 - a. An 8-hour CCW class which includes gun safety, situational awareness, threat avoidance, legal aspects of force, defensive shooting skills, and firing accuracy, etc. conducted by a Certified Instructor, LEO, or an Academy. Or, other documented training based on the qualifications of the candidate (approved by the SMT vetting team).
 - b. Must pass the “Firearms Safety and Shooting Skills Review” ☐ Date Completed: _____

Date Completed _____ SMT Leader(s) _____

4. Completion interview - with vetting team—SMT Leader(s), one LEO or RLEO, an Elder, and other team members.
 - a. Final review of temperament and personality appropriateness and commitment
 - b. Level of responsibility that armed security brings
 - c. Discussion of suggested Defensive Gun Use Liability insurance policy (\$250,000 Minimum Coverage)
 - d. Approval of type of weapon(s) authorized to carry, holster(s), and defensive ammunition to be used
 - e. Authorization will be for 3 years and will then need re-approval by vetting team.
 - f. The re-authorization will be required every three years.
 - g. Authorization can be revoked immediately by SMT Leaders or a Pastor, if:
 - i. Universal firearm safety rules are not followed
 - ii. Inappropriate gun use is observed, brandishing, showing off, not keeping concealed, joking about gun or gun misuse
 - iii. Behavior issues such as observed anger, hostility, threatening, etc.
 - iv. Change in physical ability such as stroke, loss of hearing, eyesight, etc.

5. The SMT Team Leaders and vetting team have authorized the applicant for CCW. This approval of the vetting team will constitute permission to carry a CCW, unless the Elder Council objects. The applicant’s name will be forwarded to the Church Elder Council. If the Elder Council objects, authorization is withdrawn (once the applicant is notified), and an Elder will inform SMT Leaders and meet personally with the candidate to communicate reasons for their objection. If remedial measures are possible to overcome objections, a remedial action plan will be developed by the Elder(s) in coordination with the GSMT Leaders. If the remedial action plan is successfully completed and documented, the SMT member may resume the vetting process or authorization

☐ CCW Applicant’s name forwarded to Elder(s):

Date Authorized: _____ SMT Leader(s) _____

Page 2 of signoffs for**SMT AUTHORIZATION TO CARRY CONCEALED WEAPONS**

I, _____, desire to carry a concealed weapon as part of my duties as a member of the Safety Ministry Team. I certify that I have met all the requirements for SMT conceal carry and have truthfully provided documentation to validate all required training.

I understand that this authorization can be revoked by the SMT Leader(s) or Pastors at any time due to firearm safety infractions, inappropriate gun use, handling, failure to keep gun concealed, or any objective evidence of unbiblical behavior or personal conduct (such as displayed anger, hostility, threatening, etc.)

My authorization will be for 3 years beginning on _____. Expires _____.

Model(s) of gun authorized to carry: _____ Caliber: _____

_____ Caliber: _____

_____ Caliber: _____

Holster(s) authorized to use: _____ Ammo type: _____

_____ Ammo type: _____

_____ Ammo type: _____

Personal Defensive Firearm Liability insurance is strongly suggested.

Policy—Company _____ Number _____ Exp Date _____
(Policy documentation on file. Recommended coverage minimum \$250,000)

Concealed Carry License Number _____ Exp Date _____
(Copy of CCL on file)

Signed: _____ Date _____

Vetting team approving CCW applicant:

SMT Leader(s) _____

SMT LEO (RLEO) Member _____

Elder(s) _____

GSMT Member(s) _____

GSMT Member(s) _____



Faith Based Security Network

105-B West 4th Street

Pratt, KS 67124

www.FBSNAmerica.com

DISCLAIMER:

The FBSN does not provide a program to certify Intervention Capable Members (ICM) as being qualified to carry a firearm when serving their Faith Based Organization (FBO). Individual FBOs are responsible for authorizing ICMs to carry, and if necessary, utilize firearms in their service.

The FBSN strongly encourages individual FBOs to consult and work with their local law enforcement agency on appropriate safety and security measures so that the agency is aware of the presence of an armed team on the premises. FBOs should also consult with their legal counsel to ensure the team is in compliance with local laws and ordinances. Finally, FBOs should advise their insurance agent/company of the team and arrange proper coverage.

FBSN recommended Intervention Capable Member defensive handgun skills assessment course

The following course of fire is meant as a minimum recommended standard for ICMs to show they are able to use a firearm with a minimum level of proficiency. FBOs should conduct firearms training on a regular basis for ICMs they authorize to be armed when serving their individual FBO. This training should include firearms skills that are more challenging than those in this skills assessment, as well as drills that are tailored to each FBO's unique operational environment.

This course of fire has been adapted from the 2019 FBI handgun qualification course. Taking into consideration that professional FBI agents have regular training opportunities and resources that few FBOs are able to provide to their ICMs, the following changes have been applied to the course of fire:

1. 2 seconds have been added to each string of fire requiring a draw from concealment.
2. 1 second has been added to each string of fire starting from low ready.
3. Subtract 1 second for every 1 to 5 yards your range is shorter than 15 and/or 25 yards.
4. Subtract 2 seconds from each string of fire requiring a draw from concealment if your range does not allow such actions. Start these strings from low ready.
5. If your range does not allow barricade shooting, simulate movement to a barricade by moving from one side of the shooting lane to the other.
6. If your range does not allow firing from a kneeling position, in Stage 5 after firing the first 4 rounds, move to the other side of your shooting lane (repeating the movement in line 5 above) and fire the second 4 rounds within a total time of 20 seconds.

This course of fire uses the FBI QIT-99 target or similar bottle shaped target with the following dimensions for areas recorded as hits:

- Head = 6 inches wide
- Body = 12 inches wide
- Height = 20.75 inches (top of head to bottom of body portion)

The FBSN recommends the following procedures for FBOs using this course as their qualification course of fire:

Firearm qualifications should be conducted twice per year. No earlier than 4 months and no greater than 8 months apart. Any team member who fails to achieve a passing score should be moved to a Non- Intervention Capable Status until such time as they are able to achieve a passing score.

Qualifications should consist of up to two stages on the same day covering the Course of Fire (COF). If any team member fails the COF, then another COF can be conducted the same day. If this COF is also failed the team member should be moved to Non-Intervention status until remediation is conducted and another qualification course is scheduled.



FBSN Firearm Skills Assessment



Course of Fire

Shooter Name	Date
Firearm and Caliber	Final Score (As a percent) 80% to pass
Instructor	Signature

- Course consists of a total of 50 rounds at FBI QIT-99 target or equivalent.
- Shots inside or breaking the dark bottle line count.
- Safety violation stops the course and shooter must restart.
- Each round counts as one point.
- Start with hands at side unless firing from low ready.
- Start each string of fire with a round already in the chamber.
- You must draw from concealment and holstered for certain strings of shots.
- Subtract 2 seconds from each string of first requiring drawing from concealment if your range does not allow this. Fire from low ready on these strings.
- Inconclusive situations are instructors call.
- 5 shot revolvers have certain adaptations as indicated in stages 1,2, and 5.
- Passing score is 40 out of 50 (5-shot revolvers: 38 out of 48)

Stage		Potential	Score
Stage 1 3 yard line	Draw from concealment and fire 3 rounds using strong hand only, switch hands, 3 rounds using support hand only all in 8 seconds <i>(5-shot revolvers: 3 strong, 2 support in 7 seconds)</i>	6 (5)	
Stage 2 5 yard line	<i>From here on out, all shooting is done with two hands</i>		
	Draw from concealment and fire 3 rounds in 5 seconds	3	
	From the ready, fire 3 rounds in 3 seconds	3	
	From the ready, fire 6 rounds in 5 seconds <i>(5 shot revolvers: 5 rounds in 4 seconds)</i>	6 (5)	
Stage 3 7 yard line	Draw from concealment and fire 5 rounds in 7 seconds	5	
	Have two magazines loaded with four rounds each.	8	
	From the ready, Fire four rounds, reload, fire another four rounds in 9 seconds.		
	From the ready, fire 5 rounds in 5 seconds	5	
Stage 4 15 yard line	<i>(subtract 1 second for every 1 to 5 yards your range is shorter than 15 yards)</i>		
	Draw from concealment and fire 3 rounds in 8 seconds	3	
	From the ready, fire 3 rounds in 6 seconds	3	
Stage 5 25 yard line	<i>This stage involves the use of a barricade/cover (if your range does not allow barricade, simulate it by moving from one side of the lane to the other)</i>		
	<i>(subtract 1 second for every 1 to 5 yards your range is shorter than 15 yards)</i>		
	Draw from concealment and fire 4 rounds standing, then kneel behind the barricade and fire another 4 rounds, all in 22 seconds . <i>(if your range does not allow kneeling, fire 4 rounds, move from one side of the lane to the other, and fire 4 rounds in 20 seconds) (5 shot revolvers add 3 seconds for reloading)</i>	8	

FINAL SCORE
50 (48)

<div>  <p>PRIOR TO THREAT</p> <ul style="list-style-type: none"> Plan and prepare Develop a Bomb Threat Response Plan Provide Bomb Threat Response Plan training to all personnel </div> <div>  <p>IF THREAT IS RECEIVED</p> <ul style="list-style-type: none"> Conduct threat assessment Execute appropriate actions outlined in Bomb Threat Response Plan </div>	<h2>2. EMERGENCY TOOLKIT</h2> <h2>3. RECEIVING A THREAT</h2> <h2>4. THREAT ASSESSMENT</h2>
<h3>1. PLANNING & PREPARATION</h3>	<p><i>Items you may want to consider including in your Emergency Toolkit, which will be taken to the Incident Command Post.</i></p> <div> <p>BUILDING FACILITY</p> <ul style="list-style-type: none"> Complete set of master keys, coded to rooms and corresponding with a printed key list Blueprints and floor plans or site map of building Video, photographs, or a CD depicting building interior and exterior </div> <div> <p>EMERGENCY RESPONSE PLANS</p> <ul style="list-style-type: none"> Copies of the Site Crisis Response Plan, Bomb Threat Plan, and Crisis Management Plan A list of the following phone numbers: <ul style="list-style-type: none"> Site Decision Maker(s) Police/Fire/Emergency Medical Services (EMS) Federal Bureau of Investigation (FBI) Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) Postal Inspector Nearest hospital Facility emergency names and phone numbers </div> <div> <p>PERSONNEL INFORMATION</p> <ul style="list-style-type: none"> Building Emergency Response Team member contact information and assignments List of personnel trained in CPR and/or first aid Updated list, with pictures if possible, of all staff/personnel Staff/visitors sign-in/out sheets that include names and dates; include provision for staff/visitors transported to medical facilities List of staff with special needs and description of need Contact information for neighboring/contiguous buildings </div> <div> <p>ADDITIONAL EMERGENCY ACTION RESOURCES</p> <ul style="list-style-type: none"> Reflective vests for building emergency/response team members with identifying marks Bulbhorn with charged batteries AM/FM portable radio Flashlights and batteries Local street and zone maps Clipboard Writing materials (legal pads, pens, pencils, markers) Plastic red/yellow tape for cordoning off areas </div> <div> <p>PHONED THREAT</p> <ul style="list-style-type: none"> Remain Calm & DO NOT HANG UP If possible, signal other staff members to listen & notify Site Decision Maker(s) and authorities If the phone has a display, copy the number and/or letters on the window display Write down the exact wording of the threat Keep the caller on the line for as long as possible and use the Bomb Threat Checklist to gather as much information as you can Record, if possible Fill out the Bomb Threat Checklist immediately Be available for interviews with the building's emergency response team and law enforcement </div> <div> <p>VERBAL THREAT</p> <ul style="list-style-type: none"> If the perpetrator leaves, note which direction they went Notify the Site Decision Maker(s) and authorities Write down the threat exactly as it was communicated Note the description of the person who made the threat: <ul style="list-style-type: none"> Name (if known) Race Gender Type/color of clothing Body size (height/weight) Hair & eye color Distinguishing features Voice (loud, deep, accent, etc.) </div> <div> <p>WRITTEN THREAT</p> <ul style="list-style-type: none"> Handle the document as little as possible Notify the Site Decision Maker(s) and authorities Rewrite the threat exactly as is on another sheet of paper and note the following: <ul style="list-style-type: none"> Datetime/location document was found Any situations or conditions surrounding the discovery/delivery Full names of any personnel who saw the threat Secure the original threat; DO NOT alter the item in any way If small/removable, place in a bag or envelope If large/stationary, secure the location </div> <div> <p>E-MAILED THREAT</p> <ul style="list-style-type: none"> Leave the message open on the computer Notify the Site Decision Maker(s) and authorities Print, photograph, or copy the message and subject line, note the date and time </div>
<div> <p>Low Risk</p> <p>Lacks Realism: A threat that poses a minimum risk to the victim and public safety. Probable motive is to cause disruption.</p> <ul style="list-style-type: none"> Threat is vague and indirect Information contained within the threat is inconsistent, implausible, or lacks detail Caller is definitely known and has called numerous times The threat was discovered instead of delivered (e.g., a threat written on a wall) </div> <div> <p>Medium Risk</p> <p>Increased Level of Realism: Threat that could be carried out, although it may not appear entirely realistic.</p> <ul style="list-style-type: none"> Threat is direct and feasible Wording in the threat suggest the perpetrator has given some thought on how the act will be carried out May include indications of a possible place and time No strong indication the perpetrator has taken preparatory steps, although there may be some indirect reference pointing to that possibility Indication the perpetrator has details regarding the availability of components needed to construct a bomb Increased specificity to the threat (e.g. "I'm serious" or "I really mean this") </div> <div> <p>High Risk</p> <p>Specific and Realistic: Threat appears to pose an immediate and serious danger to the safety of others.</p> <ul style="list-style-type: none"> Threat is direct, specific, and realistic; may include names of possible victims, specific time, and location of device Perpetrator provides insider identity Threat suggests concrete steps have been taken toward carrying out the threat Perpetrator indicates they have practiced with a weapon or have had the intended victim(s) under surveillance </div>	<div> <p>PLANNING CONSIDERATIONS</p> <ul style="list-style-type: none"> Coordinate with local law enforcement & first responders to ensure smooth handling of a bomb threat Develop clear-out primary and alternate levels of authority (referred to in this document as Site Decision Maker(s)) Select Evacuation Teams and Search Teams Develop training plan Determine search procedures Designate control center locations Plan for emergency assistance (police, fire, etc.) Establish primary and alternate evacuation routes and assembly areas Establish evacuation signal(s) Develop a communications plan Determine procedures for accessing/shutting off & reactivating utilities </div> <div> <p>PREPARATION CONSIDERATIONS</p> <ul style="list-style-type: none"> Control building access Implement strict master key control Inspect incoming parcels Safeguard confidential material Keep exits unobstructed Ensure adequate internal/external emergency lighting Utilize electronic surveillance </div>

5. STAFF RESPONSE

CONSIDERATIONS FOR SITE DECISION MAKER(S)

- Immediately contact local law enforcement if not done
- Limit access to building
- Review Bomb Threat Response Plan
- Conduct Threat Assessment
- **Determine if search is warranted based on Threat Assessment**

IF SEARCH IS INITIATED

- Enact Search Plan
- Communicate situation to staff/personnel and request that they make a quick and complete visual scan of their personal workspace for anything unusual
- Account for all personnel
- Assemble Search and Evacuation Team(s) and update about bomb threat condition

GENERAL SEARCH TEAM GUIDELINES

- Search Teams make a quick and complete visual scan of the search area
- Divide individual rooms/areas into search levels
- Take special note of any object(s) that seem out of place
- Check ledges, balconies, waste baskets, and false ceilings and floors
- Check for unusual odors and listen for any unusual background noises
- If anything unusual is noticed, move people away from the potential hazard and immediately report the location of the object(s) to the Site Decision Maker(s)

NOTE: Use of radio communications is NOT recommended unless the area has been searched and cleared.

For additional information and products on bomb threats and improvised explosive device (IED) search procedures, please visit the Office for Bombing Prevention website at: www.dhs.gov/what-to-do-bomb-threat

6. SUSPICIOUS ITEM

A suspicious item is anything (e.g., package, vehicle) that is reasonably believed to contain explosives, an IED, or other hazardous material that requires a bomb technician to further evaluate it. Potential indicators are threats, placement, and proximity of the item to people and valuable assets. Examples include unexplainable wires or electronics, other visible bomb-like components, unusual sounds, vapors, mists, or odors. Generally anything that is hidden, obviously suspicious, and not typical (HOT) should be deemed suspicious.

IF SUSPICIOUS ITEM IS FOUND

- **DO NOT** touch, tamper with, or move the item
- Immediately report item to the Site Decision Maker(s) and local law enforcement/first responders
- Site Decision Maker(s) must:
 - Ensure area is secured & cleared of personnel
 - Notify Search Teams
 - Ensure emergency responders are briefed
 - Evacuation & Search Teams should remain available to assist and inform evacuees, media, staff, and others

CONSIDERATIONS FOR SITE DECISION MAKER(S)

- Not all items are suspicious
- An **unattended item** is anything (e.g., bag, package, vehicle) not in someone's possession and where there are no obvious signs of being suspicious (see above), especially if no threat was received

NOTE: The discovery of one device should not automatically mean the conclusion of a search; more devices may be present!

The Site Decision Maker(s) must take the discovery of multiple suspicious items into consideration during the planning and execution stages of the facility's Bomb Threat Response Plan.

7. LOCKDOWN / EVACUATION

CONSIDERATIONS FOR SITE DECISION MAKER(S)

- Repeat Threat Assessment:
 - Is the threat still credible?
 - Were any suspicious items located? (if search was initiated?)
- Based on the Threat Assessment, search (if initiated), and the totality of circumstances, determine if additional measures are warranted:
 - Partial or full lockdown?
 - Partial or full evacuation?
 - No further action?

IF EVACUATION IS INITIATED

- Select evacuation routes and assembly areas that are not in the vicinity of the suspicious item; ensure these routes have been searched and cleared
- Notify police/fire/EMS of evacuation and request assistance
- Account for all personnel
- Evacuation Team confirms the building is empty
- Bring emergency kits and building trauma kits, if available
- Advise all evacuees to remove all personal items (e.g. purses, backpacks)

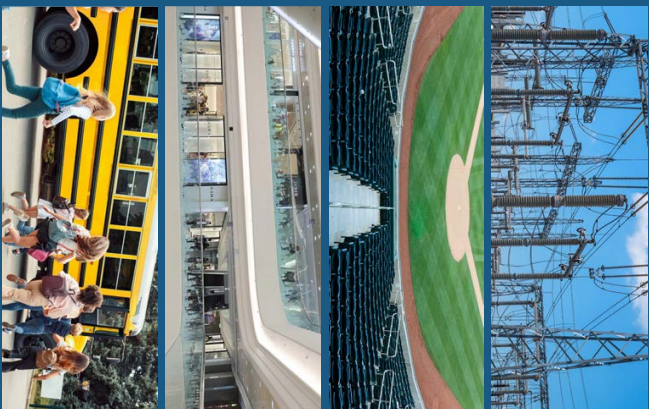
CONTINUING ACTIONS AFTER EVACUATION

- Debrief emergency services and assist in coordinating further actions
- Take accountability and report
- Open media, medical and family areas—brief regularly
- As appropriate, determine reoccupy or dismiss action
 - Reoccupy when cleared and deemed appropriate
 - Dismiss in consultation with site administration
- Notify all personnel of decision and ensure accountability
- Site Decision Maker(s) should remain on-scene until the situation is resolved or until relieved by another administrator

A FINAL NOTE

Every bomb threat requires professional judgment and should be handled in accordance with the facility's needs. Site Decision Maker(s) and administrators should periodically review Federal guidance and work with local first responders to establish a Bomb Threat Response Plan that addresses each risk level appropriately and is optimal for their building(s) and personnel.

BOMB THREAT GUIDANCE



These guidelines help Site Decision Makers react to a bomb threat in an orderly and controlled manner.



For more information contact the Office for Bombing Prevention at: OBP@dhs.gov

V2

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 email:

- 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 | | |



Homeland Security

Other Information:

REFERENCE LIST OF ACRONYMS USED

AED	Automatic External Defibrillator
BLS	Basic Life Support
CERT	Citizens Emergency Response Team
CEW	Conducted Energy Weapon
CPR	Cardiopulmonary Resuscitation
CRASE	Civilian Response to Active Shooter Events
CSM	Church Safety Ministry
DV	Domestic Violence
EMT	Emergency Medical Technician
FBO	Faith Based Organization
FBSN	Faith Based Security Network
FCC	Federal Communications Commission
FMJ	Full metal jacket
FRS	Family Radio Service
ICM	Intervention Capable Member
IFAK	Individual First Aid Kit
IWB	Inside the waistband
LEO	Law Enforcement Officer
MURS	Multi-Use Radio Services
NCIC	National Crime Information Center
NICM	Non-Intervention Capable Member
NOI	Notice of Interest
OpSec	Operation Security
RLEO	Retired Law Enforcement Officer
R/VA	Risk/Vulnerability Analysis
SIG	Special Interest Group
SOG	Standard Operating Guidelines
SMT	Safety Ministry Team
UHF	Ultra High Frequency
VHF	Very High Frequency

NOTES

NOTES



Faith Based Security Network

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