



**SAFETY AND SECURITY
PLANS AND PROCEDURES**

September 2019

**11 Garden Street, Cambridge, Massachusetts 02138
617-547-2724 www.firstchurchcambridge.org**

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I. EMERGENCY NUMBERS AND CONTACTS

EMERGENCY NUMBERS

POLICE (EMERGENCY)	911*
POLICE (NON-EMERGENCY)	617-349-3300
FIRE (EMERGENCY)	911*
FIRE (NON-EMERGENCY)	617-349-4900
POISON CONTROL	800-222-1222
MT. AUBURN HOSPITAL EMERGENCY UNIT	617-492-3500

**If possible, use landlines when dialing 911. Cell phone calls go to a switchboard in Framingham for further routing, which adds minutes to response time. When using a cell phone, call the non-emergency numbers. You will still reach the same dispatcher as if you had called 911 from a landline.*

NON EMERGENCY NUMBERS

CAMBRIDGE TRAFFIC DEPARTMENT	617-349-3319
ELECTRIC (NSTAR)	800-592-2000 / 617-225-4808
GAS (COMGAS)	800-642-7070
BOILER/CAPITOL ENGINEERING - JOHN BEMIS	617-965-2020
PLUMBING (J.J. SULLIVAN)	617-776-0110
FIRE ALARM	800-982-2010
FIRE ALARM MAINTENANCE	617-770-3772
FIRE SPRINKLER SYSTEM	781-828-5310

STAFF*

SENIOR MINISTER (Dan Smith)	617-596-2704
PARISH ADMINISTRATOR (Kirsten Manville)	617-547-2724
FACILITIES/IT (Kris McQuage Loukas)	832-984-1924
NEWTOWNE DIRECTOR'S CELL PHONE	857-829-1014
SEXTON CELL PHONE	617-642-3980
FIRST CHURCH SHELTER	617-661-1873
SHELTER DIRECTOR (Jim Stewart)	617-694-7894
FRIDAY CAFE (Kate Layzer)	617-851-5074

**See Text/Phone/Communication in Part VIII.*

II. INTRODUCTION

God is our refuge and strength, a very present help in trouble. Therefore we will not fear, though the earth should change, though the mountains shake in the heart of the sea; though its waters roar and foam, though the mountains tremble with its tumult. –Psalm 46

As Christians, our scriptures tell us again and again, “be not afraid.” As an “Open and Affirming” congregation, we are committed to hospitality and welcome. We are also committed to making sure everyone is safe. These procedures seek to balance our commitment to hospitality with our commitment to safety; they seek preparedness without fearfulness. It is impossible to plan for the many possible and incredibly unlikely emergency scenarios that could occur during a gathering in our building or on our grounds. However, here are some common expectations and hopes regarding fire, medical emergencies and other alarming situations.

This manual is intended to provide ministers, staff, church community members and building users with guidance and a better understanding of individual responsibilities and measures to be taken when emergency situations occur on church property. Although these procedures provide a general framework for actions to be taken, the individuals initiating the response and solid understanding of the situation which may dictate an alternative course of action than referenced in this document for the safety and well-being of those involved.

Included as an Appendix is a Plan View of the church sanctuary and building.

Staff Responsibilities

The senior staff member onsite during an emergency or drill exercise will be determined in the order listed below. The senior staff member in the building should make every effort to carry a cell phone with them at all times in case of emergency. Please note there are many hours during the week that the sexton on duty is the only staff member in the building, and will hold the role of senior staff member in the case of an emergency.

- *Senior Minister/Head of Staff*
- *Parish Administrator*
- *Facilities Manager*
- *Other Staff Clergy*
- *Creative Worship and Arts Director*
- *Sextons*
- *Shelter Director*

Use of Security Cameras

Public entrances and several first floor spaces are monitored with security cameras. The Senior Minister/Head of Staff, Parish Administrator and Facilities Manager each have login information to access our church security camera system via computer and smartphones that are connected to the church's network.

Communications

Staff will make every effort to keep up-to-date text message groups with staff, deacons, church officers and church school teachers. In the case of an emergency, a text will be sent that begins: "FCC EMERGENCY." See Text/Phone/Communication in Part IX of this document.

III. FIRE/EVACUATION PROCEDURES

1. Whenever the fire alarm sounds EVERYONE is to leave the building, even if you are sure it is a false alarm or a drill.
2. First Church staff, sextons, deacons and selected members of the congregation will be trained in Emergency Evacuation Policies and Procedures and should be prepared to assist in the event of an emergency evacuation.
3. The congregation shall periodically conduct a "Fire Drill" in order to practice safe evacuation of the building, according to the following procedures.
4. The Executive Council, in coordination with First Church staff, will:
 - Assure the periodic training of staff, sextons, deacons, Executive Council members, and additional selected members of the congregation in Emergency Evacuation Policies and Procedures.
 - Schedule and carry out periodic "Fire Drills" on Sunday mornings.
 - Periodically review and update the Emergency Evacuation Policies and Procedures.
5. Exits will be maintained free of snow, ice and obstructions.
6. In the event that the Cambridge Fire Department is called to the scene, Fire Department (and other Emergency Responders) have authority to determine a course of action; First Church staff, members, and building occupants will follow their directives.

GENERAL PROCEDURES

1. In the event of an Emergency Evacuation or Fire Drill, the designated gathering area for church events is directly across Mason Street by the white pillars in front of Radcliffe.
2. First Response in the event of a Fire Alarm: The sexton on duty instructs people to evacuate the building, assesses the danger level, and goes to 11 Garden Street Entrance to meet Fire Department. The sexton will communicate with Fire Department, emergency personnel, and the alarm system company, as necessary.
3. A senior staff member or designated event leader will help direct people to evacuate the building.
4. Whenever possible, persons who need special assistance in the event of a fire drill or an actual emergency will be paired with a designated "companion" who understands their needs and may be able to assist.
5. A map of the Emergency exits and pathways are included in the Appendix.

PROCEDURES FOR EVACUATION OF THE SANCTUARY IN THE EVENT OF A FIRE DRILL OR AN ACTUAL EMERGENCY

These procedures apply whenever people are gathered in the sanctuary for a First Church event, such as morning worship or a special event.

Before the start of the event:

1. Head Greeter (or designate) should identify trained leaders and consider who can assist in the event of an evacuation.
2. Greeters will have access to a copy of the Emergency Evacuation Policy and Procedures. These materials may be found in the rear of the sanctuary.

When emergency alarm sounds:

1. Head Greeter (or designate) will stand and other deacons or trained leaders will stand ready to direct people to evacuate the building.
2. Head Greeter and other trained leaders will make every effort to stand near designated exit doors to assist in ushering people out of the sanctuary and building in a calm and coordinated fashion.
3. Staff or trained leaders should go immediately to persons who may need assistance.

4. Staff and Head Greeter (or designate) will seek to open all the Narthex doors, the Sanctuary exit, the door to the Tower Room, and the Tower Room exit and will stand in the Narthex between the Front Door and the Tower Room Door to help direct people out of those two exits.

5. Staff or trained leaders will open the North Transept (family section) door to the hallway by the Hastings Room and will assess the danger level along the corridor leading to the 11 Garden Street Entrance. If and when the pathway is clear and it is safe to proceed, people can be directed to exit at the 11 Garden Street door.

6. The Music Director will open the doors to the Cloisters Exit (by the choir section) and direct choir members and congregants to the exit.

7. As instructions for departure are given from the stage, trained leaders will guide people out to the appropriate exits, keeping an eye out for anyone who may need assistance.

Verbal instructions for evacuation of the Sanctuary:

One of the ministers or the Senior staff member will go to the stage and announce in a calm reassuring and authoritative manner:

- *[In the event of a Fire Drill: We request that everyone take part in this Fire Drill and follow emergency evacuation procedures. Your participation and cooperation will help ensure that our plan is safe and workable and that everyone knows what to do in case of an emergency.]*
- *We have a plan for safe and orderly evacuation.*
- *Please remain calm and make space for those in wheelchairs and anyone needing special assistance.*
- *Trained leaders are standing by each section of the sanctuary to guide us out. They have one arm raised so you can identify who they are.*
- *Church school classes and other groups including the shelter are being safely evacuated also. Parents and family members must leave the building and make your way to rejoin our designated gathering area located across Mason Street by the white pillars in front of Radcliffe. The church school classes and shelter residents will meet us there.*
- *Please proceed to your nearest exit and look for direction from trained leaders.*

Ideal exit pathways:

North Transept Door (front right side of sanctuary)

1. Wheelchair users and persons with mobility challenges will exit via doorway in north transept (family section) to hallway outside of Hastings Room. Exit building at 11 Garden Street Entrance. Note: this is the only exit to the street where there are no steps.

Cloisters Doors (Choir Section-left front side of sanctuary)

1. Choir members exit through the Cloisters Doors.
2. Left front section exits through the Cloisters Doors.
3. Center front section exits through the Cloisters Doors.
4. North transept (family section) exit through the Cloister Doors.

Narthex Doors to Sanctuary Entrance (rear of sanctuary)

1. Right front and rear section exit through right narthex door and directly out the Sanctuary Entrance.
2. Center rear section exits through center narthex door and directly out the Sanctuary Entrance.
3. Right side balcony exits through right narthex door and directly out the Sanctuary Entrance.

Narthex Doors to Tower Room Exit (rear of sanctuary)

1. Left rear section exits through left narthex door and through Tower Room to exit.
2. Left side of balcony exits through left narthex door and through Tower Room to exit.

PROCEDURES FOR EVACUATION OF MARGARET JEWETT HALL IN THE EVENT OF A FIRE DRILL OR AN ACTUAL EMERGENCY

These procedures apply whenever people are gathered in Margaret Jewett Hall for a First Church event, such as fellowship hour or a special event.

Verbal instructions for evacuation:

A senior staff member or designated event leader will announce (in a calm, reassuring and authoritative manner):

- *We have a plan for safe and orderly evacuation.*
- *Please remain calm and make space for those in wheelchairs and anyone needing special assistance.*
- *Persons in wheelchairs and those needing assistance will be helped to evacuate.*
- *Children and other groups in the building including the shelter are being safely evacuated also.*

- *Parents and family members must leave the building and proceed to our designated gathering area across Mason Street by the white pillars in front of Radcliffe. Children and shelter residents will meet us there.*

Staff or trained leaders will go to Mason Street exit and rear stairwell to Shelter exit. Assist people as quickly as possible out of Margaret Jewett Hall. Staff or designated companions may offer help to persons in need of special assistance.

PROCEDURES FOR EVACUATING CHURCH SCHOOL CLASSES AND NURSERY

In the event of an evacuation while church school classes are in session, the Director of Creative Worship and Arts (or designated leader) will have an accurate record of where each class is located within the building.

- Nursery staff and church school teachers pick up the roll/attendance list for the class and their "classroom sign" (Godly Play 1, Godly Play 2, etc.) and lead the group out of the building.
- Once out of the building, teachers guide their classes to the designated gathering area on Mason Street by the white pillars in front of Radcliffe.
- Stay organized in classes until it is known that everyone is safely out of the building. Teachers will hold up their classroom sign to identify their group.
- Parents may join the classes, but may not take children away until everyone is accounted for.
- Nursery staff and church school teachers will report to the Director of Creative Worship and Arts on arrival and when every member of their class has been safely evacuated.
- Nursery staff and church school teachers will see that children are paired up with their parents and will let the Director of Creative Worship and Arts know when all families have from their class have located each other.
- Staff, deacons and trained leaders will guide family members to meet their children at the appointed location.

PROCEDURES FOR EVACUATING THE FIRST CHURCH SHELTER

In the event of a Fire Drill or an Emergency Evacuation, all shelter guests are to exit immediately from the *Mason Street/Lesley University door* out the driveway to our designated gathering area on Mason Street by the white pillars in front of Radcliffe. Shelter staff will provide guests with assistance and instruction once everyone has been accounted for.

AFTER A FIRE DRILL OR EMERGENCY EVACUATION

At the conclusion of a Fire Drill or Emergency Evacuation, people may re-enter the building ONLY after it has been cleared by a member of the Fire Department OR at the direction of a staff member or designated event leader

IV. MEDICAL EMERGENCY PROCEDURES

Staff will make every effort to maintain a list of medical personnel who are members of the congregation. In the event of a medical emergency:

1. Senior staff member or designated event leader will request anyone with medical training to attend to the ill or injured person. The worship service or other event will be paused and those gathered will be invited to pray quietly for the person.
2. Senior staff member or designated event leader will attempt to determine if the ill or injured person's adult family members are in the building and ask them to join the injured person.
3. Senior staff member or designated event leader will designate one adult to call emergency services, and one or two additional adults to meet the ambulance. These adults will wait at the sanctuary or 11 Garden St entrance to direct EMS personnel to the injured person. The emergency services operator should be told which entrance is closest to the injured person.
4. Senior staff member, deacon or designated event leader will remain with the ill or injured person until medical help arrives.
5. Senior staff member, deacon or designated event leader will designate two adults to calmly inform church school teachers that an ambulance is on the way to attend to a medical need, and ask classes to stay in their classrooms until after EMS personnel have transported the injured person away.
6. The Church has an Automated Electronic Defibrillator(AED) which diagnoses and helps treat cardiac emergencies. The AED/ Defibrillator is located just outside Sexton Office near the 11 Garden St entrance to the Hastings Common. There is also a First Aid kit and tourniquets there, as well as in several places throughout the building that are marked on the map in the Appendix. Most staff have been trained to use the AED and in basic First Aid and CPR. If the AED is needed, a senior staff member, deacon or designated event leader will identify a medical professional or person who has been

trained to use the unit. If no one is present, a staff member, deacon or designated leader can follow the clear, verbal instructions available with the AED unit.

In the event of a medical emergency in Church School

If an ambulance is needed, one teacher will remain with the ill or injured person and call 911 from a landline or the non emergency number listed in Part I. The second teacher will move the rest of the class away and keep the class calm. If it is possible to do so, the second teacher will alert another nearby adult to the situation. That adult will request the ill or injured person's family to come, seek additional help if needed, and inform a staff member, deacon or designated event leader. If the second teacher cannot locate another nearby adult, the second teacher will designate the most responsible child to quickly find another adult to come immediately.

V. WEATHER/NATURAL DISASTER PROCEDURE

In the event of a sudden weather emergency, a senior staff member or designated event leader will read the following announcement:

We have just been informed that there is a [tornado or specific weather emergency] very close by. The safest space for us to weather the storm is the basement, either in the Well, the Boiler Room or Sage Hall, away from the windows. Please proceed immediately and carefully to the basement. If you are in the rear of the sanctuary or take the stairwell in the narthex.

Procedure:

1. Senior staff member or designated event leaders will go to classrooms and evacuate classes to Sage Hall.
2. Senior staff member or designated event leaders supervise the evacuation of the Sanctuary. Greeters at the rear of the Sanctuary will open the rear stairwell and guide people into the basement.
3. Senior staff member or designated event leaders will designate people to assist those with disabilities in getting to one of the first floor bathrooms, or into Margaret Jewett Hall closet, away from the windows.
4. Senior staff member or designated event leaders will inform shelter residents to shelter in place.
5. Senior Staff member or designated event leaders will verify that all persons are gathered safely.

VI. DISRUPTIVE PERSON PROCEDURES

Openness and welcome to a wide variety of individuals is one of First Church's core values. We also affirm that safety for all people is a priority.

Events and worship may on occasion be interrupted by someone showing visible signs of distress. This includes loud noises, aggressive behaviors, expressions of psychosis, hallucinations or severe mental illness.

Senior staff, deacons, nursery, church school teachers, sextons and designated event leaders should maintain general awareness of all event participants and report any unusual situation to the senior staff member onsite. A staff person or other leaders trained in de-escalation protocols will be identified to monitor the situation and possibly to befriend someone who is acting unusually or place themselves in proximity to a disruptive person, if only to lend peace of mind to others in attendance.

Note: Pay attention to your own instincts. If you sense that something is wrong, trust your impression and act accordingly. It is safer to be cautious than to ignore signs that something might be wrong. Please be mindful of "normalcy bias." Normalcy bias "is a belief people hold when considering the possibility of a disaster. It causes people to underestimate both the likelihood of a disaster and its possible effects, because people believe that things will always function the way things normally have functioned."

If an immediate response is required to maintain safety, this will be undertaken by a senior staff member or a designated event leader may ask the disruptive person to leave and/or suspend the activity until such time that it may be safely resumed. De-escalation techniques (active listening, empathizing, distracting or trying refocus a person, humor or light-heartedness, giving choices, naming limits) may also be applied. The senior staff member onsite will inform the staff, Executive Council members and deacons of the matter and will follow up to determine compassionate support for the individual with extreme discretion.

Situations not requiring an immediate response will be addressed discreetly by the pastor(s) or senior staff member onsite in consultation with appropriate groups within the church.

If there is only one staff person in the building at the time of encountering a disruptive person and you feel threatened or unsafe, call 911 from a landline if available or the non-emergency number in Part I if using a cell phone. Staff members or church leaders are also encouraged to call a senior staff member or a colleague for consultation and support. All should be prepared to employ de-escalation techniques.

VII. SECURITY EMERGENCY PROCEDURES

A security emergency is the least likely emergency that we may experience as a church community. It is very important, spiritually, for us to focus on welcome and hospitality rather than giving in to a moment that centers on fear and distrust. Nevertheless, in all situations, our congregation seeks to protect the vulnerable among us.

Preparedness

Greeters, church school teachers, staff and sextons should maintain general awareness at all times and report any unusual situation to the senior staff member onsite.

In the event of a security emergency such as an active shooter, or when facing the threat of violence, the Cambridge Police Department and the Department of Homeland Security offers us the following easy-to-remember description:

Run, Hide, Fight:

- I. **RUN.** If there is an accessible escape path, attempt to evacuate the premises. Be sure to:
 - Have an escape route and plan in mind when danger is believed present. Consider whether the Sheraton Commander, Cambridge Common or Radcliffe across Mason Street will offer the most safety.
 - Evacuate regardless of whether others agree to follow
 - Leave your belongings behind
 - Help others escape, if possible
 - Prevent individuals from entering an area where the active threat may be
 - Keep your hands visible when exiting building
 - Follow the instructions of any police officers
 - Do not attempt to move wounded people
 - Call 911 and any of the other emergency numbers found on page two of this document when you are safe
 - Unless otherwise specified, Radcliffe Yard across Mason Street will be considered a gathering area when facing a security emergency.
 - In the event of a **major emergency** that necessitates a large scale evacuation involving the places of safety listed above, evacuation arrangements may be coordinated with community public safety/emergency management officials to locate places of safety that can safely accommodate children and others. This information will be provided to parents emergency contacts so that you may make arrangements for transportation home or continued care.

2. HIDE. If evacuation is not possible, find a place to hide where the active threat is less likely to find you.

Your hiding place should:

- Be out of the active threat's view
- Provide protection if the threat is in your direction (i.e., an office with a closed and locked door)
- Do not trap or restrict your options for movement

To prevent an active threat from entering your hiding place:

- Lock the door
- Blockade the door with heavy furniture

If the active threat is nearby:

- Lock the door
- Silence your cell phone and/or pager
- Turn off any source of noise (i.e., radios, televisions)
- Hide behind large items (i.e., cabinets, desks)
- Remain quiet

If evacuation and hiding out are not possible:

- Remain calm
- Dial 911, if possible, to alert police to the active threat's location
- If you cannot speak, leave the line open and allow the dispatcher to listen

3. FIGHT. *As a last resort, and only when your life is in imminent danger,* attempt to disrupt and/or incapacitate the active threat by:

- Acting as aggressively as possible against him/her
- Throwing items and improvising weapons
- Yelling
- Committing to your actions

4. How To Respond When Law Enforcement Arrives

Law enforcement's purpose is to stop the active threat as soon as possible. Officers will proceed directly to the last area of the active threat.

- Officers may arrive in teams of four (4)
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment
- Officers may be armed with rifles, shotguns, handguns
- Officers may use pepper spray or tear gas to control the situation
- Officers may shout commands, and may push individuals to the ground for their safety

How to react when law enforcement arrives:

- Remain calm, and follow officers' instructions
- Put down any items in your hands (i.e., bags, jackets)
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers such as holding on to them for safety
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises
- The first officers to arrive to the scene will not stop to help injured persons. Their job is to stop the threat. Rescue teams comprised of additional officers and emergency medical personnel will follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises.
- NOTE: It is the policy of First Church Shelter to cooperate with Fire and Police officials as much as possible. The rights of our guests to privacy and equal protection are never compromised, under any circumstances. Staff, deacons and church leaders must make sure this is clear even in emergency situations.

Evacuation Point & Procedures

Those who are able to evacuate the building safely should:

- 1) Call emergency services
- 2) Move as far away as possible and look to law enforcement or emergency service providers for guidance about a gathering place

Post-Emergency Procedures

After the immediate threat is resolved:

- If necessary, all building attendees including shelter guests will evacuate.
- The senior staff person and designated event leader will work to account for everyone who was present at First Church at the time of the emergency to make sure everyone is safe.
- The senior staff person and designated event leader assisted by deacons will serve as liaisons to emergency service providers. A senior staff member will serve as a liaison to the media and manage all social media responses.
- The senior staff person and designated event leader will coordinate counseling and care services for all members of the church community.

VIII.FIRST CHURCH SHELTER EMERGENCY PROCEDURES

(From First Church Shelter Operations Manual 8/2019)

Under any circumstances when shelter staff have concern for guest, staff, or building safety, they have authority to contact emergency services (police, EMS, etc). This may include situations in which a guest is acting violently and refuses to leave the premises or in which a guest has a medical event that the staff person on duty feels ill-equipped to handle alone. If staff on duty has asked a guest to leave (due to severe intoxication, violence/threats of violence, etc) and that guest refuses, staff should call 911 and refer to the former-guest as a “trespasser” as he is no longer welcome to stay at FCS.

Staff may also choose to call the **Boston Emergency Services Team (1-800-981-4357)** for psychiatric evaluation.

Emergency personnel (ambulance, police, etc) should be directed to the Mason St./Lesley University door to meet shelter staff. Fire crews responding to fire alarms will enter through the Garden St. entrance; while the church is open the sexton on duty will meet and coordinate with them.

Shelter Fire/Evacuation Procedures

In the event of a fire alarm or other event requiring evacuation, shelter guests should exit through the Mason St./Lesley University door (Shelter entrance) and cross the street to wait in Radcliffe Yard. Staff will provide additional instructions once everyone has been accounted for. As necessary, First Church Shelter will ensure that guests are adequately sheltered. It is the policy of First Church Shelter to cooperate with Fire and Police officials as much as possible. The rights of our guests to privacy and equal protection are never to be compromised, under any circumstances. The Shelter is not considered a “private” space or

property in the same way that one's house or apartment would be. However, police and other public safety officials cannot ignore or abuse the rights of guests simply because they are homeless or staying in a shelter.

Following any incident that required intervention, on-duty staff should fill out an Incident Report. This includes note of any injuries, property damage, emergency personnel called, and/or other action taken. Incident reports must be reviewed by Shelter Director, and copies should be kept in that year's Incident Report file. If a particular guest or guests were involved in the incident, a copy of the report should be kept in the guest's file as well.

Whenever an evacuation occurs, whether due to fire drill (conducted quarterly) or actual emergency, shelter staff on duty should note the time of evacuation and any issues/comments on a Fire Drill Report form. Fire Drill Reports must be reviewed by Shelter Director, and should be kept in that year's Fire Drill file.

Shelter Emergency Equipment

- Fire extinguishers are located next to the Shelter office door, next to fire door at end of guest hallway, next to door to bunkroom (inside bunkroom), and between pantry doors in the kitchen.
- The first aid kit and AED are located inside the office, both mounted on the wall.
- Fuse box right outside hallway door to shelter.
- Carbon monoxide detectors are in bunkroom and dining room.

IX. TEXT, PHONE, COMMUNICATION TREE

The following groups for emergency text messaging/cell phone contacts will need to be established and updated upon annual review of this document. Each list should include all senior staff members.

1. Sunday Morning List

All Sunday staff (including all clergy and sextons)
Moderator, Vice Moderator and Deacons
Church school and nursery teachers

2. Weekday List

All Church staff (including all clergy and sextons)
All building tenants
Newtowne director

Shelter director

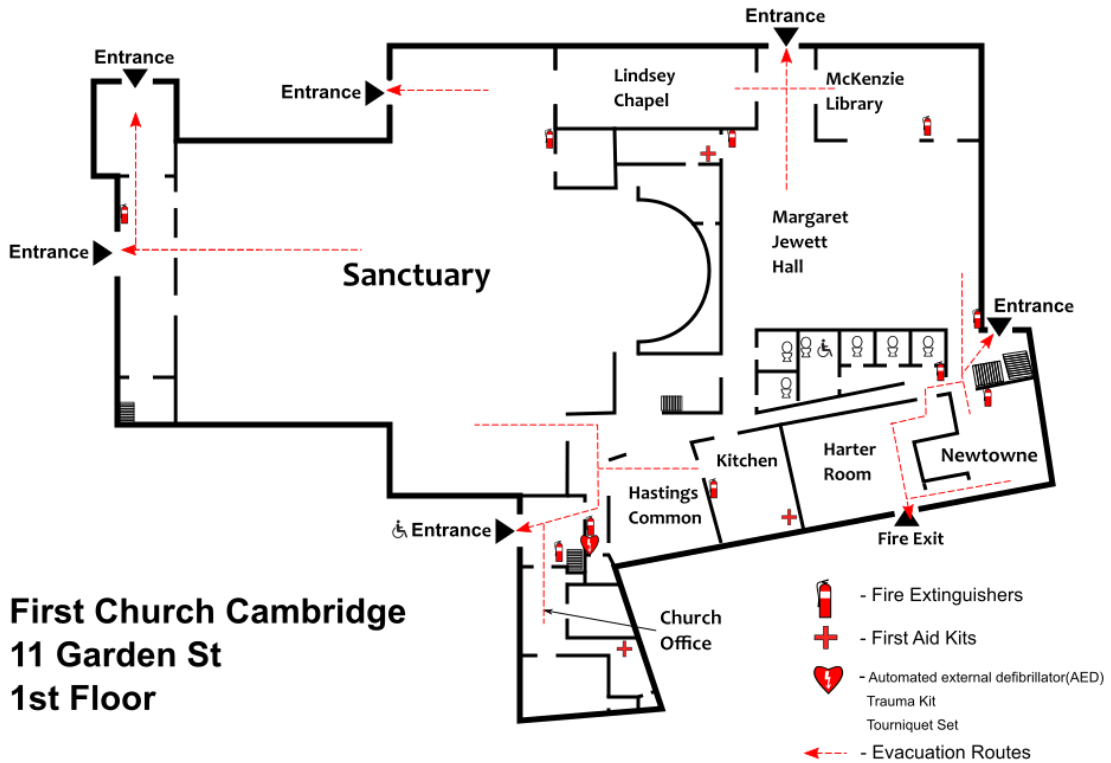
3. ALL OF THE ABOVE

X. ACKNOWLEDGEMENTS

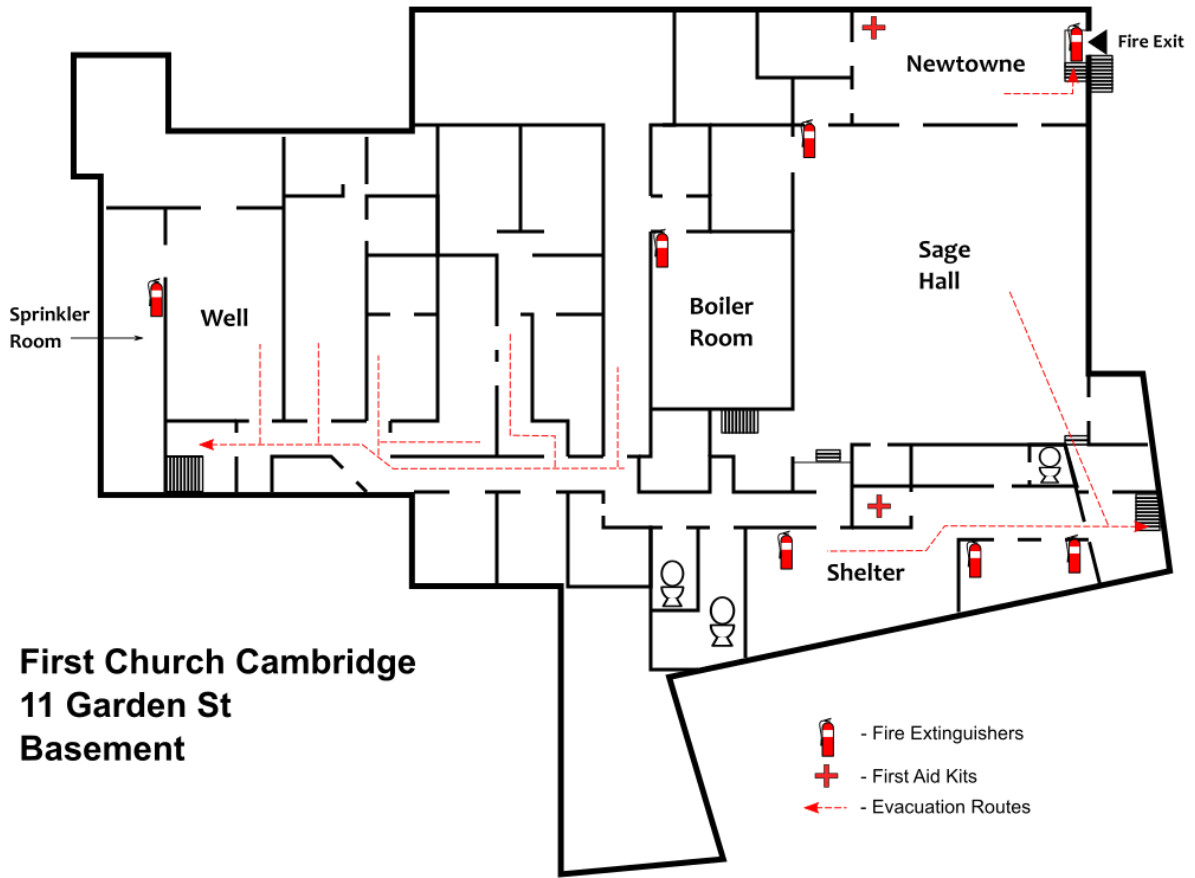
Portions of this booklet adapted from the following resources or websites:

1. The UUA sample Disruptive Person Policy.
https://www.uua.org/sites/live-new.uua.org/files/documents/congservices/safecongs/disruptive_policy.pdf,
2. Church Mutual Insurance
(<https://www.churchmutual.com/media/safetyResources/files/ProtectingAgainstAnActiveShooter.pdf>)
3. Massachusetts Conference of the United Church of Christ resources
(<https://www.macucc.org/blogdetail/reflection-the-homeland-security-places-of-worship-seminar-10950274>)

XI. BUILDING MAPS



First Church in Cambridge, Congregational, UCC
Safety and Security Plans and Procedures



First Church in Cambridge, Congregational, UCC
Safety and Security Plans and Procedures

