

# July 2019 Board of Trustees Meeting Packet

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**Agenda July 18, 2019**  
**FPBUU Board of Trustees**

In Attending:

Jim Hild	President
Pat Stover	Past President
Carol DiAnna	President Elect
Susan Smith	Clerk [absent]
Diane Pansire	Treasurer
Frank Re*	Member at Large
Katharine Farnham	Member at Large
Liz Gordon	Member at Large
Marian Brunck	Member at Large
Rev. Jessica Clay	Minister

Gisele Gauthier                      RTT Process Observer

Guests: Bob Flanagan (policy)

6:30    Spiritual opening and focused check-in – Jessica

6:50    Welcome new Board Members: Marian Brunck & Frank Re (Susan Smith will join in Aug) – Jim

6:55    Appoint a timekeeper

7:00    Read Board Covenant – Jim

7:05    Policy discussion – Bob Flanagan

7:30    Brief Preview – Jim

- Board Retreat
- Year's Board Calendar (draft)
- Parking Lot process
- Introduce Board covenant change
- Introduce definition of a committee and of a team; who establishes committees / teams.
- Looking ahead

8:00    Finance:

- End of the year (2018/2019) status –Diane

8:15    Consent agenda: June minutes, President's report, Minister's Report, Admin and Finance report, Treasurer's report, Personnel liaison report, CYM report

8:25    Process Observer Report

8:30    Check-out / Spiritual Closing

## FIRST PARISH BREWSTER UU BOARD MINUTES

June 13, 2019

### **Members in Attendance:**

Pat Stover, President  
Jim Hild, President Elect  
Judy Harrison, Past President  
Diane Pansire, Treasurer  
Carol DiAnna, Clerk  
Susan Daly, Member at Large  
Katherine Farnham, Member at Large  
Liz Gordon, Member at Large

### **Member Absent:**

Ralph Diamond, Member at Large

### **Staff in Attendance:**

Rev. Jessica Clay, Minister

### **Chalice Lighting/Spiritual Opening/Focused Check-in**

Rev Jessica Clay started the meeting with a reading and all members participated in a focused check-in. Board members each read a line of the board covenant.

### **Debriefing of the Annual Meeting**

Board members expressed their thoughts on the June 9<sup>th</sup> annual meeting. All agreed that it went smoothly as possible and that the Finance Committee's presentation of the 2019/2020 budget on June 2<sup>nd</sup> was very well done and helped to clarify many questions about the budget before the annual meeting.

### **Minister's Time**

Rev Jessica continues with her busy schedule connecting with congregants and committees in a variety of ways. Jessica agreed that the budget presentation on June 2<sup>nd</sup> was a great success. She reported that overall attendance at Sunday services is up from last year and recommended that we continue with two Sunday services in the Fall. She noted the success of registration for the Beloved Conversations and the success of the weekly split plate offering. Rev. Jessica continues to provide supervision and support of staff and she reported on the recent successful staff lunch and team building adventure called the "Escape Room" that she and staff participated in.

### **Executive Session**

The board went into executive session to discuss Rev Jessica's evaluation with her.

### **Active Shooter Policy**

The board vote on the Active Shooter Policy was postponed until the July meeting.

### **Evaluation of Annual Vision of Ministry**

See attached document (Evaluation of Annual Vision of Ministry 2018-2019) for item by item review and evaluation. The evaluation comments are in blue.

### **Status of Board Committees**

A discussion took place regarding the committees, how they function and whether or not it is appropriate for all the board committees to remain under the board or if, in the future, some committees can be under the supervision of the staff. Review of all board committees will take place during the fiscal year 2019/2020. Judy Harrison presented a comprehensive fundraising committee plan and questioned whether the Fundraising Committee should be under the board. It was decided that until the board can devote enough thought and discussion to this, the fundraising committee will report to the Director of Finance.

### **Finance Committee Recommendations**

Diane presented the recommendations from the Finance Committee. The estimated shortfall for this fiscal year is \$12,000 and their recommendations to deal with the shortfall are as follows:

- \$1335.80 of the UU Connections Committee budget be rescinded and put into the operating budget for this fiscal year.
- The Board vote to transfer \$6000 of unallocated funds from the special funds account to the FPBUU general operating funds.
- The \$4334 that was designated for UUA dues not be paid.
- One hundred percent of the June 30, 2019 split plate offering be given to the UUA Annual Program Fund (UUA dues).
- Use \$2000 of available cash funds to help cover the budget shortfall.

The Board voted unanimously to accept all the above recommendations.

### **Consent Agenda**

The Board voted unanimously to accept the consent agenda.

### **Board Self-Evaluation and Honoring Outgoing Board Members**

All board members expressed their thoughts about being members of the Board of Trustees and their feelings about working together. All agreed that the board accomplished a lot this year even though it faced some challenging issues. Everyone felt all points of view were honored and respected.

Each Board member expressed their gratitude to and respect for the outgoing members, Susan Daly and Judy Harrison.

### **Closing Circle**

All present took part in the closing circle.

Respectfully submitted by Carol DiAnna

## President's Report

18 July 2019

As we begin a new church year, we welcome our three new Board members: Susan Smith, Clerk, Marian Brunck, Member at Large, and Frank Re, Member at Large.

The Board, with the help of our minister, accomplished a lot last year in addressing:

- First Parish Brewster Unitarian Universalist (FPBUU) visibility in the community,
- Building trust in Board / Minister / Staff / Congregation relations,
- Developing a new governance model,
- Updating our stewardship model,
- Beginning a strategic planning process, and
- Addressing the need for an improved fundraising process

We are now in the process of continuing the good work that our past Board president, Pat Stover, along with our minister, lead us in successfully moving FPBUU's governance and ministry forward. Continuing this work will require a renewed energy, as well as a sense of urgency to realize improvements in the way we process the work of the church. We will begin this year by reviewing our Board covenant and developing our Board vision and goals. We, Carol DiAnna, president elect, Pat Stover, past president, and I will continue the succession Board presidents' approach to running the Board, building upon what we started this last year. We, as Board members, look forward to strengthening our working relationship with Rev. Jessica in the building of trust and organization responsibility. To quote Andrew Carnegie: *"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."*

Looking ahead, the Board will be gathering together on the weekend of August 23<sup>rd</sup> and 24<sup>th</sup> to develop our vision and goals for this year. There are several challenging efforts for us to work through and in deciding the priority and way of accomplishing them. With the dissolution of the Council, we will need to better establish the clear lines of authority

and responsibility within our current governance model. We will need to establish a *“unified structure for making governance decisions; unified structure for making operational decisions; an open, creative and accountable atmosphere for ministry”* as Hotchkiss suggests in his book, *Governance and Ministry*.

I will be proposing an addition to our Board covenant, that states *“When communicating with the congregation and community at large, the Board speaks with one voice”*; a definition of what is a church committee verses a church team; an informal monthly process to share information on topics that will be on that month’s agenda; and the better use of the *“parking lot”* for issues that run over the allotted agenda time at our Board meetings. We will be building on last year’s accomplishments in addressing key issues this year that include:

- leadership development & training,
- governance model refinement,
- strategic planning,
- facilities analysis & planning,
- congregational covenant consideration,
- fundraising improvements.
- formal organizational definition / documentation, and
- continued policy development.

Finally, I am glad that we will have all 9 Board members and Jessica at our Retreat this year. I look forward to a productive and fun year ahead.

In loving kindness,

Jim



7	Committee	LANDSCAPE								
8	Committee	LEADERSHIP DEVELOPMENT (LDC)						Julia Enroth, Judy Harrison, Liz Libby, Patsy Roberts, Anne Berry, Carol Wall		
	Committee*	NOMINATING								To Be Established
9	Committee	LGBTQ WELCOMING CONGREGATION								
10	Committee	MEMBERSHIP								
11	Committee	PERSONNEL								
12	Committee	POLICY	Board		The FPBUU Board of Trustees shall create a Policy Committee to develop policies for the Board to review that define the operations of the BoT. The Policy Committee shall establish a process and related procedures to develop and maintain BoT policies. The Policy committee shall create new policies at the direction of the Board; modify and/or delete existing BoT policies when needed and present them to the BoT for final review.	\$0	Bob Flanagan	Karen Witting, Bill Roberts, Topper Roth	Katharine Farnham	
13	Committee	SAFE CONGREGATION								
14	Committee	SOCIAL JUSTICE								
15	Committee	STEWARDSHIP								
16	Committee	UU CONNECTIONS								
17	Committee	WOMEN'S CIRCLE ALLIANCE								



18	Team	HELPING HANDS			The Helping Hands Ministry provides a variety of services to members who are in need of concrete support. Meeting with Reverend Jessica Clay and the Pastoral Care Associates has provided all of us an opportunity to coordinate our outreach and provided needed services. This year we have provided members with: • rides to medical appointments on and off Cape • rides to church; cookie deliveries to people at home or in care on four separate occasions • homemade soup deliveries • greeting cards • home and hospital visits • check in calls • a Handy Persons List for members who need help around home or in the garden • helped members contact other specific providers when needed					
19	<b>Team*</b>	5 YEAR PLAN	Board							To Be Established
20	Team	BY-LAWS	Board		Udate, maintain and document changes to rhe FPBUU By-laws.					
21	Team	COVENANT GROUPS	Minister, Staff Administrater							
22	Team	FILM AND DINNER SERIES				Judy Jollett and Susan Fleming,	Nancy Blanchard, Sue Bowser, Sue Eitel, Julia Enroth, Judy Jollett, Mary Jo Jollett, Kip Keene, Donna Mercaldi, Kathy Meyers, Margaret Rice Moir, Rob Moir, Maureen Osborne, Topper Roth, Lindsey Straus, Gail Webb, Dwight Woodson and Sandra Woodson			
23	<b>Team*</b>	FUNDRAISING	Board			Judy Harrison				To Be Established
24	Team	GREEN SANCTUARY				Rosanne Shapiro	Marian Brunck, Katharine Farnham, Karen O'Connor, Pam Paine, Betty Phillips and Barbara Sykes			
25	<b>Team*</b>	GROWTH THROUGH SERVICE (GTS)	Board							To Be Established
26	Team	ONE EARTH ONE PEOPLE / RACIAL JUSTICE								
27	Team	PASTORAL ASSOCIATES MINISTRY								

28	Team	RIGHT RELATIONS								
29	Team	SUNDAY MORNING SUPPORT								
30	Team	WORSHIP ASSOCIATES								
31	Team	YOUNG ADULTS								
32	<b>Team*</b>	GOVERNANCE	Board							To Be Established
33	Team									
34										

NOTE (\*) New in 2019

## WHAT IS A:

1. **Committee** – a committee is established by the Board of Trustees or Minister and is given a *charge of duties* by the Board or Minister and reports to an established organizational entity, such as the Board or Minister and typically writes and maintains, drafts policy, gathers data, writes reports, and establishes its own meeting agenda & meeting minutes. It is headed by a committee chair, usually elected by the congregation or appointed by the Board or Minister, and has 2 to 6 members, either elected by the congregation or appointed by the Board or Minister. A committee normally functions year after year, updating its *charge of duties* when necessary.
2. **Team** – a team is established by the Board of Trustees or the Minister, and is given a specific assignment to gather data for a specific project and a specific time frame to accomplish its assignment (typically less than a year). The establishing organization appoints a chair and team members to carry out the assignment. The team reports back to the assigning organization periodically and is disbanded after completing its assignment.

**Covenant of  
First Parish Brewster UU  
Board of Trustees**

**“Entrusted by the congregation, we recognize that ours is a sacred duty and we will bring our highest selves to all work on their behalf. We promise to arrive on time, come prepared, speak gently and respectfully with each other, and allow everyone time to speak. We will operate by majority vote, trying whenever possible to work toward consensus and support a decision once it has been made.**

**We pledge to use one-on-one communication to express concerns or resolve conflicts with each other. *When communicating with the congregation and community at large, the Board speaks with one voice.* Our primary commitment is to the long-range health of First Parish Brewster Unitarian Universalist congregation.”**

## Ministers Board Report July 2019 from Rev Jessica Clay

### Overall thoughts:

We are in the full swing of summer, with a lot of visitors each Sunday. Thank you to each of you for going out of your way to be welcoming to them.

### Worship and Rites of Passage:

Worship continues to go well. We will be having some experimental worship services this summer including a question box service and a service on play where we all go play together. We are having a church wide birthday party after the service on July 21<sup>st</sup>, I hope many board members will be in attendance. It will be a great community building activity. I have one funeral this month for someone outside of FPBUU and one wedding this month as well.

### Pastoral Care:

We have had 4 HEED requests this month, some from community members and one from someone outside of FPBUU. I am appreciative of the many committees that have taken a break from meeting over the summer which has opened up my schedule to allow for more time to visit people in their homes.

### Social Justice in the Public Square:

We have a lights for liberty vigil on Friday July 12<sup>th</sup> at 4:30 pm in front of the church. I am hopeful for a big turnout. I have been getting Beloved Conversations organized to prepare for the fall as well.

### Administration:

I continue to meet with staff to provide supervision and support. We are running a lighter staff right now since Danica and Twinks are off.

I received 2 HCT feedback forms in the last month, one was asking for policy change in terms of using paper vs regular plates, and the other was a suggestion of what the sermon should have been on.

Action request: Do we need a policy on being a green sanctuary and what that entails?

### Serves the Larger Unitarian Universalist Faith:

GA went well in June, I look forward to preaching on what occurred there. There continues to be a focus on racial justice and highlighting the work of the Commission on Institutional Change. Looking ahead I will be on study leave July 22-29.

## Report from Administration and Finance Director – July 2019

### Pledges & Financials

- Although we are still working on finalizing the end of the fiscal year numbers, at this point it is looking more positive than we had expected. Some reasons for this are that we surpassed our projection for total pledge payments by \$6,000 and the Thrift Store income fell short of budget by only \$1,000. At the last FinCom meeting there was a concern that the Thrift Store income would be more like \$4,000 short of budget based on YTD weekly sales averages. On the expense side the office expenses did come in higher than budget, but the total Building and Grounds was under budget by nearly \$7,000! My goal is to have the final numbers for year-end by the Board meeting next week.
- We collected \$1,328 to send to the UUA Annual Program Fund, which leaves us \$3,006 short of meeting our commitment.
- For FY19-20 we currently have 199 pledge unit for a total of \$374,096 pledged.

### Property Management

- We were able to finish up our planned projects including the painting the Winslow House and replacing the Barn deck by year-end.
- We have experienced a ridiculous amount of issues with fixing a minor leak in one of our toilets. We have been sent one more gasket to try before a new toilet may be sent. Thank you to Judy Fenner for the hours and hours she spent on the phone with American Standard.

### Administrative Responsibilities

- The beginning of the fiscal year is filled with getting new signatures for bank and investment accounts as well as updating the new officers with the State for our Articles of Incorporation.
- I met with Jim Hild to discuss updates for the Board Notebooks, which I am working on and will have ready by the August Board meeting.
- Please note that the Fall Quarterly Angle Submissions are due August 1<sup>st</sup>. The themes for this issue are: Expectation, Belonging and Attention. Submission must be less than 200 words. Please send your articles to [cove@firstparishbrewster.org](mailto:cove@firstparishbrewster.org).
- I am reviewing membership list and will be sending out letters to those whose status is in question. I will have a list of names to be removed from FPBUU membership for the Board to review by the August Board meeting.

### HR Responsibilities

- I am working on the new year's staff and contract agreements.
- I have updated the payroll for the new fiscal year.
- I continue to meet regularly with Jennie, Linda and Ted to offer supervisory support.

Blessings, Karena Stroh, Administration and Finance Director

**MINUTES**  
**FPBUU Policy Committee June 10, 2019**

Present: Bob Flanagan (Chair), Bill Roberts, Topper Roth, Karen Witting  
Absent: Katharine Farnham (BOT liaison)

Bob called the meeting to order at 6:33 PM. The Minutes of the May meeting were approved unanimously.

Bob reported that he had spoken with the Personnel Committee about policy issues, as listed at our May meeting, that we thought might be/should be under their authority and/or are already covered by FPBUU By-laws. Personnel had a meeting earlier today and we do not have any feedback from them yet. Bob will email the members of our Committee after hearing from Julia Enroth, Chair of Personnel.

Bob has not heard any feedback from the Congregation about the recently-posted Calendar and Severe Weather policies.

The BOT has asked Bob to add a sentence to the Active Shooter policy to the effect that the AFD will check annually with the Brewster Police Department to see if there are any new updates/recommendations. The Gift Acceptance policy will be reviewed by the BOT at their meeting this Thursday.

We then discussed the existing language of the Ministers, Chaplains and Rituals policy (8.0) and the Financial policies (3.0). We questioned the need to maintain the former, as the issues addressed would seem to be adequately covered by Personnel and the Minister. Bob will inform the BOT that we recommend doing away with it.

Regarding Financial policies, Bob has compiled a list of statements/recommendations that the BOT has issued over the past several years. He observed that it may be a complicated process to make a coherent whole out of these, in part because the UUA has issued its own list of recommended practices. So, we will need to look into all this, figure out what to retain from the existing material and what to add from the UUA list. We also need to consult with Karena (AFD) and Diane (Treasurer) about what should be policy and what should be procedure before ultimately developing a draft to send to the BOT. Karen volunteered to take the lead in carrying out this process.

We realized that the existing "Childcare policy" is actually already contained within the Safe Congregation policy and so we agreed that there is no need for a separate Childcare policy. Bob will inform the BOT of this, as well.

We moved on to Fundraising policy. We still await input from the BOT re: what they would like in the policy. Karen has volunteered to take the lead on this, but reiterated that BOT input is required.

Bob noted that we are also awaiting BOT direction re: "Leadership evaluation" and "Conflict of Interest." We question whether "Leadership evaluation" requires a policy or whether processes are already in place within Personnel to address this. Karen pointed out that there are several other policy possibilities that we had talked about, as listed by Bob at our May meeting, that we are awaiting word on from Personnel before consulting with the BOT about them.

Bob will attend the July BOT meeting and obtain additional guidance, so that we can best respond to its priorities. Karen said she will try to attend that meeting, as well. Bob agreed to circulate to the Committee, prior to the July BOT meeting, a list of the policy possibilities for which we request their guidance. This list would include the 16 policy possibilities currently on our status sheet, minus any that have by then been delegated to Personnel.

Our next meeting will be September 9. Bob adjourned the meeting at 7:48 PM

Respectfully submitted,

Topper Roth



## Status of Policy Committee

The Policy Committee is a Board committee. The Board sets our work topics and our priorities. In other words, you tell us what policies that you want to be created and then we try to create them. You give us directions and feedback and then we try to craft them.

Our view of policies is that they should be short and general, covering basic positions for FPBUU to follow. They should not change very often. More detailed instructions can be included as procedures or attachments to the policies. These can be changed easily and without having to refer back to the congregation for approval.

The following policies have been approved by the Board and the congregation. They are posted on the FPBUU website. <https://fpbuu.org/about-us/governance/fpbuu-board-policies/>

- Board Meeting Policy
- Policy on Policy
- Sexually Safe Congregation Policy
- Animal Policy
- Disruptive Behavior Policy
- Minister Misconduct
- Temporary Signage Policy
- Illicit Drugs & Smoking Policy
- Alcohol Policy
- Severe Weather Policy
- Calendar Policy

### Policy Deleted as Unnecessary

- Ministers, Chaplains and Rituals Policy
  - Student ministers can perform weddings, per Massachusetts law
  - Job description for pastoral associates

### Policies in Progress

- Active Shooter Policy (needs approval for verbiage on training)
- Gift Acceptance
- Fire Policy
- Medical Policy

### Awaiting Board Direction

- Fundraising
- Use of Church Records Policy
- Board Self-evaluation
- Advertising
- Publicity and Publications
- Security and Record Protection
- Board News Bulletin Board Policy
- Building Maintenance Budget Policy
- Conflict of Interest
- Protests held at FPBUU

### The position of the Personnel Committee on the following six policy areas is:

“We felt that Minister Evaluation, Succession Planning and Leadership Evaluation should probably fall under the Board. As for the remainder, we concurred that Personnel Records came under the Personnel Committee but use of other Church Records (briefly referred to in Policy Manual which I have) and other listed policies were not under our jurisdiction.” – Julia Enroth

- Minister Evaluation
- Succession Planning
- Leadership Evaluation
- Sabbatical
- Severance Pay
- Job/Position Description

In conclusion, we await your decisions on what topics you want addressed and their priority.

For the Policy Committee,

Bob Flanagan, Chair

July 10, 2019

**First Parish Brewster Unitarian Universalist Policy**

**Policy Title:** Active Shooter

**Revisions:** New policy.

**Policy Number:** 3.5

**Board Review Date:** TBD

**Purpose:** To provide guidance on what to do if an active shooter is on or near the FPBUU campus

**Congregations' Review Period:** *TBD*

**Effective Date:** TBD

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**POLICY STATEMENT**

This policy establishes procedures and guidelines on how to respond when an active shooter is on or near the FPBUU campus as well as how to respond when law enforcement officers arrive.

**PROCEDURES**

Quickly determine the most reasonable way to protect your own life. The first option is to run, the second option is to hide from the shooter and as a last resort, and only when your life is in imminent danger, fight.

**GUIDELINES**

**Run**

If there is an accessible escape path, attempt to evacuate the premises.

Be sure to:

- Have an escape route and plan in mind.
- 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 shooter may be.
- Call 911 when you are safe.

Assembly Area: After evacuation, assemble, if possible, behind the Thrift Shop out of sight of the church building. Then evacuate along the back path to shelter in the Barn and/or Winslow House.

## **Hide**

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

Your hiding place should:

- Be out of the active shooter's view
- Provide protection if shots are fired in your direction (i.e., an room with a closed and locked door)
- Not trap you or restrict your options for movement

To prevent an active shooter from entering your hiding place:

- Lock the door
- Blockade the door with heavy furniture

If the active shooter is nearby:

- Lock the door
- Silence your cell phone ring tone
- Turn off any source of noise
- 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 shooter's location
- If you cannot speak, leave the line open and allow the dispatcher to listen

## **Hiding Strategy for CYM classes during Sunday Services:**

At the first sign of a disruption, the CYM leaders will take the children to the room under the Sanctuary, closing/locking doors behind them and turning off the lights.

Keep the children against the concrete walls to protect them from possible gunfire.

Keep the children there until the all clear is given by the Brewster Police Department.

If it becomes necessary to evacuate that room, the CYM leaders will take the children out the bulkhead doors.

## **Fight**

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

- Acting as aggressively as possible against the shooter
- Throwing items and improvising weapons
- Yelling

### **How to respond when law enforcement officers arrive**

- Remain calm, and follow the officers' instructions.
- Put down any items in your hands (i.e., bags, jackets).
- Immediately raise your hands and spread your fingers.
- Keep your hands visible at all times.
- Avoid making quick movements toward officers, such as holding on to them for safety.
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises.

### **Information to provide to law enforcement or the 911 operator:**

- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooters
- Number and type of weapons held by the shooters
- Number of potential victims at the location

### **TRAINING**

Ushers will be trained annually on their duties to assist evacuation of the sanctuary. The following topics will be communicated to ushers:

- Policy guidance regarding Run, Hide, Fight
- The following specific usher responsibilities:
  - Aid people in leaving the premises, assisting people with mobility problems, if safe to do so.
  - Once outside, stop people from entering the premises.
  - Direct people where to assemble.

CYM staff will be trained annually on this policy and their duties to hide with the children. The following topics will be communicated to CYM staff:

- Policy guidance regarding Run, Hide, Fight
- Specific guidance regarding hiding under the sanctuary, including a drill in the storage room and review all guidance for what to do while down there.

Parents of CYM children will be informed about the policy each year when they enroll their children and an annual CYM drill will be conducted in September to practice going into the room and evacuating out the bulkhead doors.

The congregation will receive annual reminders of the policy by means of the Weekly or Quarterly Angles.

**Program Review**

The Administration & Finance Director shall communicate with the Brewster Police Department annually to see if they have additional guidance regarding protocols for active shooter scenarios.

**STANDARDS**

None

**DEFINITIONS**

Active shooter: term defined by the federal government as an individual actively engaged in killing or attempting to kill others in a confined and populated area. Implicit in the definition is that the person's criminal actions involve firearms.



**KEEP  
CALM  
AND  
RUN, HIDE,  
FIGHT!**

# Active Shooter Run, Hide, Fight

Ushers Annual Training



# Run

- Ushers should help congregants evaluate the sanctuary as quickly as possible.
- Direct them away from the shooter and out the closest exit.
- Assist people who have mobility problems.
- Prevent people from entering the danger zone.
- Call 911 when you are safe.
- Direct people to assemble behind the Thrift Shop out of sight of the church building.

# Hide

- If you are unable to run, remain calm and hide.
- Find a place where the shooter cannot see you.
- Cell phone:
  - Turn off the ring tone.
  - Call 911 if possible to alert police to the shooter(s) location and description.
  - If you can't speak, leave the line open and allow the 911 dispatcher to listen.

# Fight

- As a last resort and only if you are in imminent danger, attempt to disrupt or incapacitate the shooter:
  - Act aggressively.
  - Throw things, like hymnals, at the shooter.
  - Yell loudly.

# Assembly & Shelter

- Remain calm and lead people to safety.
- Direct people to assemble behind the Thrift Shop out of sight of the church building.
- Then lead them up the back path to shelter in the Barn and Winslow House.

# Active Shooter Hide, Run, Fight

CYM Staff Annual Training

# A Change in Philosophy

- Usually, the strategy to respond to an active shooter is to Run, Hide and then Fight.
- However in a review with the Brewster Police Department, they agreed with Twink's idea that because of the layout of our ground floor, hiding first is a good idea.

# Hide

- If you hear or see that something is wrong, calmly lead the children to the storage room under the sanctuary.
- Close the doors behind you and turn off the lights.
- Assemble the children against the concrete walls to protect them from possible gunfire.
- Keep the children there until the all clear is given by the Brewster Police Department.

# Run

- If it becomes necessary to evacuate the storage room, lead the children out the bulkhead doors and across the street to assemble behind the Thrift Shop.



# Fight

- As a last resort and only if you and the children are in imminent danger, attempt to disrupt or incapacitate the shooter:
  - Act aggressively.
  - Throw things, like hymnals, at the shooter.
  - Yell loudly.

# Annual Drill

- Early in the church year (September), discuss with the children the plans for how to respond.
- Compare our procedures to their experiences in school.
- Practice moving to the store room quickly and quietly.
- Also have the children practice going up the stairs and how to unlatch the bulkhead doors.