



**First Baptist Church Palm Coast  
Watch Team Operations Manual**

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## **Welcome Letter – Watch Team Members**

Dear Watch Team Member,

On behalf of First Baptist Security Operations, I want to personally thank you for your willingness to step forward and serve. Your decision to be part of the Watch Team is not taken lightly, and it reflects a heart of obedience, courage, and commitment to something greater than yourself.

Scripture reminds us in *Isaiah 6:8*,

*"Then I heard the voice of the Lord saying, 'Whom shall I send? And who will go for us?' And I said, 'Here am I. Send me!'"*

Your willingness to serve echoes this very response. You have answered the call.

The role you are stepping into is both a responsibility and a ministry. You are not simply providing security—you are helping create a safe and welcoming environment where families can worship freely, children can learn without fear, and the Gospel can be shared without distraction. Your presence allows others to focus on what matters most.

Throughout Scripture, we see the importance of watchfulness and protection:

- *Nehemiah 4:9* — *"We prayed to our God and posted a guard day and night to meet this threat."*
- *Psalms 127:1* — *"Unless the Lord watches over the city, the watchman stays awake in vain."*
- *1 Peter 5:8* — *"Be alert and of sober mind. Your enemy the devil prowls around like a roaring lion looking for someone to devour."*

These verses remind us that vigilance, preparation, and faith must go hand in hand. While we train, prepare, and remain alert, we ultimately trust in the Lord as our protector and guide.

As a Watch Team member, you are part of a unified effort alongside our Guardians and to Protect, Serve, and Lead with integrity, professionalism, and Christ-centered purpose. As a Watch Team member, you are part of a unified effort alongside our Guardians and staff to Protect, Serve, and Lead with integrity, professionalism, and Christ-centered purpose. Your role matters. Your presence matters. Your service makes a difference in every single day.

Please know that you have my full support, and I am grateful for your commitment to this mission. I look forward to serving alongside you.

Thank you again for answering the call.

With appreciation and respect,

**Ronald E. King, Jr.**

Director

First Baptist Security Operations

Office of Campus Security

## Section 1 — Legal & Ministry Disclaimer

**Watch Team members serve strictly as volunteers in a ministry-support role. They are not law enforcement, security officers, or agents of the church. Their function is limited to observation, communication, and reporting.**

Members shall not engage in enforcement actions, detain individuals, or intervene physically except as a private citizen under immediate necessity.

All incidents involving potential criminal activity, threats, or emergencies shall be immediately referred to the Guardian on Duty and or 911 as the incident dictates.

This structure ensures the church maintains a safe environment while avoiding liability and overreach.

## Section 2 — Mission, Vision, & Philosophy

**Mission:** To provide a safe, secure, and distraction-free environment where worship, teaching, and ministry can flourish.

**Vision:** A coordinated, visible safety presence that supports ministry while remaining unobtrusive.

**Philosophy:**

- Prevention is the goal; response is the last resort
- Visibility deters most problems
- Communication prevents escalation
- Calm presence influences outcomes

## Section 3 — Chain of Command

All Watch Team operations follow a strict chain of communication:

Watch Team Member → Watch Team Lead → Guardian on Duty → Law Enforcement

No Watch Team member operates independently during an incident.

The Watch Team Lead is the central coordination point for all activities.

## Section 4 — Roles & Responsibilities

### Guardian Team Member

A **Guardian Team Member** is a trained, designated individual responsible for providing **armed security and immediate threat response** for the church campus during services and events. The Guardian serves as the **primary protective force** against violent threats and works in coordination with the Watch Team to ensure the safety of all attendees.

Guardian Team Members are typically **licensed and trained in accordance with applicable state laws** (such as Florida's school or church guardian programs) and operate under established **use-of-force policies, emergency procedures, and command structure**.

## Core Responsibilities

- Provide armed protection of church property and occupants
- Serve as the primary responder to active threats or violent incidents
- Maintain situational awareness and proactive threat detection
- Coordinate directly with the Watch Team Lead and Team members
- Make immediate critical decisions during emergencies
- Initiate law enforcement and emergency services notification (911) when required
- Assist with medical response and scene stabilization until first responders arrive

## Operational Role Within the Team

- The Guardian operates as the tactical lead during emergencies
- The Watch Team (unarmed) supports and relays information to the Guardian
- All security activity flows through the Watch Team Lead → Guardian chain of communication
- The Guardian may direct movement, lockdowns, or evacuations as needed

## Key Distinction

- **Guardian Team Member:** Armed, trained for threat engagement and neutralization
- **Watch Team Member:** Unarmed, trained for observation, communication, and support

## Watch Team Lead

### Position Overview

The Watch Team Lead serves as the on-site coordinator for all Watch Team personnel during assigned services or events. The Lead operates as the direct liaison between the Watch Team and the Guardian on Duty (or designated security authority) and is responsible for ensuring that team operations are organized, staffed, communicated, and executed in accordance with established security protocols.

The Watch Team Lead **does not operate independently** but functions in a coordinated support role under the authority of the Guardian on Duty.

### Key Expectations of the Watch Team Lead

- Maintain a calm, professional presence at all times
- Exercise sound judgment under pressure
- Operate with integrity, discretion, and confidentiality
- Demonstrate strong leadership and communication skills
- Always Remain aligned with the authority and direction of the Guardian on Duty

## Primary Responsibilities

## 1. Pre-Service Preparation

The Watch Team Lead shall:

- Arrive **no less than 30 minutes prior** to the start of service or assigned event
- Check in directly with the **Guardian on Duty** for:
  - Current threat level or concerns
  - Special instructions or adjustments to standard operations
  - Known individuals of concern (if applicable)
- Conduct a visual walkthrough of assigned areas (as directed), noting:
  - Unsecured doors
  - Suspicious activity or individuals
  - Environmental or safety hazards
- Verify that all Watch Team members:
  - Have arrived and checked in
  - Are properly equipped (radio if assigned, identification, etc.)
  - Understand their assigned locations and roles

## 2. Team Briefing & Deployment

Prior to service start, the Lead shall conduct a **structured team briefing**, which includes:

- Assignment of all posts (interior, exterior, entry points, locations, etc.)
- Review of:
  - Emergency procedures (lockdown, evacuation, medical)
  - Communication expectations and radio protocols
  - Any known concerns, alerts, or unusual circumstances
- Reinforcement of Watch Team limitations (unarmed status, observe/report role)
- Clarification of:
  - Primary and secondary responsibilities for each position
  - Relief/coverage plans if a member must step away

The Lead is responsible for ensuring 100% coverage of all required positions prior to service start.

## 3. Operational Oversight During Service

Throughout the service, the Watch Team Lead shall:

- Maintain situational awareness of all team positions
- Monitor radio traffic (if utilized) and remain accessible at all times
- Conduct periodic visual or physical checks of key areas (as appropriate)
- Ensure:
  - Entry points are properly controlled
  - Movement within the facility remains orderly and monitored
- Address minor issues directly when appropriate (e.g., redirecting individuals, assisting guests)
- The Lead shall not become fixed to a single post but instead remain mobile and available for coordination.

## 4. Communication & Coordination

The Watch Team Lead is responsible for maintaining **clear, accurate, and controlled communication** by:

- Serving as the **primary communication link** between Watch Team members and the Guardian on Duty

- Receiving all reports from Watch Team personnel and:
  - Evaluating relevance and urgency
  - Filtering out unnecessary or unverified information
- Relaying **only confirmed and actionable information** to the Guardian

The Lead shall enforce the following communication standards:

- No speculation or assumptions are transmitted
- Messages are **clear, concise, and professional**
- Urgent information is prioritized and escalated immediately

## 5. Incident Management Responsibilities

During any incident, the Watch Team Lead shall:

- Immediately establish **situational awareness** by gathering information from:
  - Team members
  - Direct observation
  - Available communication channels
- **Confirm accuracy of information** before dissemination whenever possible
- Relay critical information to the Guardian on Duty, including:
  - Nature of the incident
  - Exact location
  - Individuals involved
  - Immediate risks or threats

The Lead shall also:

- Assist in coordinating Watch Team response actions **as directed by the Guardian**
- Ensure Watch Team members remain within their defined roles (observe, report, assist—not intervene beyond training)
- Help maintain **order and accountability** during high-stress situations

## 6. Post-Incident Responsibilities

Following any incident, the Watch Team Lead shall:

- Ensure all involved Watch Team members:
  - Remain available for debrief
  - Provide accurate statements of observed events
- Assist the Guardian on Duty with:
  - Information gathering
  - Timeline reconstruction
- Ensure that all required **incident documentation** is completed, including:
  - Written reports
  - Statements from involved personnel (if required)

The Lead shall verify that documentation is:

- Accurate
- Complete
- Submitted in a timely manner

## 7. Post-Service Accountability

At the conclusion of the service or event, the Watch Team Lead shall:

- Confirm all Watch Team members are:
  - Accounted for
  - Safely released from duty
- Report any:
  - Operational concerns
  - Security gaps
  - Recommendations for improvement to the Guardian on Duty

## Sanctuary/East Entrance Team Member

### Position Overview

The Watch Team Member serves as one of the **first points of contact** for all individuals entering the facility and plays a critical role in both **hospitality and security awareness**. This position blends a welcoming presence with deliberate observation, functioning as an early detection point for potential concerns. Multiple Monitors may be assigned to specific doors within the facility.

Monitors are responsible for **creating a positive first impression** while simultaneously identifying behaviors or indicators that may present a safety risk.

This role is strictly **observe and report**. Team Members do **not confront, detain, or block entry** unless

### Primary Responsibilities

#### 1. Post Assignment & Positioning

The Team Member shall:

- Be stationed at **designated primary entry points** at all times during assigned duty
- Maintain a position that allows:
  - Clear visibility of all individuals entering
  - Awareness of surrounding areas (parking lot approach, walkways, vestibules)
- Avoid distractions such as:
  - Personal conversations that limit awareness
  - Cell phone use (except for official communication if authorized)

Team Members must remain **alert, upright, and engaged**, not seated or distracted.

#### 2. Hospitality & First Contact

Team Members shall:

- Offer a **warm, friendly greeting** to every individual entering (e.g., eye contact, smile, verbal welcome)
- Create an environment that is:
  - Welcoming

- Calm
- Orderly

This interaction serves two purposes:

1. **Ministry/Hospitality** — making guests feel seen and welcomed
2. **Behavioral Assessment** — observing response, demeanor, and interaction

Team Members should note how individuals respond to engagement, as this often provides early behavioral cues.

### 3. Behavioral Observation

While greeting, the Team Member shall actively observe for indicators including, but not limited to

#### A. Physical Appearance & Clothing

- Clothing inconsistent with weather (e.g., heavy coat in warm conditions)
- Bulky or oddly shaped clothing that may conceal items
- Visible items that may be inappropriate or concerning

#### B. Hands & Body Language

- Hands concealed, clenched, or hidden in pockets
- Excessive fidgeting, pacing, or rigid posture
- Nervous or evasive movements

#### C. Facial Expression & Demeanor

- Agitation, anger, or visible distress
- Confusion or disorientation
- Avoidance of eye contact when engaged
- Unusual or exaggerated emotional responses

#### D. Behavior Patterns

- Individuals loitering near entrances without entering
- Repeated entry/exit attempts
- Attempting to bypass normal entry flow
- Following closely behind others to avoid interaction

### 4. Identification of Persons of Concern

Team Members are responsible for identifying individuals who may:

- Appear **agitated, emotionally unstable, or distressed**
- Seem **out of place** or unfamiliar with the environment
- Exhibit **unusual or suspicious behavior patterns**
- Attempt to avoid interaction or observation

It is important to note:

**Not all unusual behavior is a threat—but all unusual behavior should be noted.**

### 5. Communication & Reporting

Upon identifying any concern, the Team Member shall:

- **Immediately notify the Watch Team Lead** (or Guardian if directed)
- Provide clear, concise information including:
  - Location
  - Description of individual (gender, clothing, distinguishing features)
  - Specific observed behavior (not assumptions)

Example of proper communication:

“Lead, this is Front Entry — adult male, gray hoodie, pacing near entrance, appears agitated and avoiding contact.”

The Team Member shall:

- Continue to **observe from a safe distance**
- Avoid escalating the situation
- Follow any instructions given by the Lead or Guardian

## 6. Access Awareness & Flow Monitoring

Team Members shall assist in maintaining **orderly entry flow** by:

- Observing volume and movement of individuals entering/exiting
- Notifying the Lead if:
  - Entry becomes congested
  - Uncontrolled access points are identified
- Maintaining awareness of:
  - Doors being held open improperly
  - Individuals attempting to access restricted areas

## 7. Limitations of Authority

Team Members **shall not**:

- Physically block, restrain, or detain any individual
- Engage in confrontation or argument
- Attempt to search individuals or belongings
- Make accusatory statements

If a situation escalates beyond observation:

- The Team Member shall **disengage and notify immediately**
- Allow the Guardian or designated personnel to intervene

## 8. Safety & De-escalation Presence

While not responsible for direct intervention, Team Members contribute to safety by:

- Maintaining a **calm and confident presence**
- Using tone and body language that is:
  - Non-threatening
  - Respectful
  - Reassuring

If verbally engaged by a concerned or upset individual, the Team Member should:

- Listen briefly and respectfully
- Avoid debate or escalation
- Redirect or notify appropriate personnel

## 9. Post-Service Responsibilities

At the conclusion of duty, the Team Member shall:

- Report any:
  - Unusual observations
  - Individuals of concern
  - Entry control issues
- Ensure their assigned entry point is:
  - Secured (as directed)
  - Cleared of unauthorized individuals

## Wallace Building Team Members (s)

### Position Overview

The Wallace Building Team Members are responsible for maintaining **active visibility and situational awareness within the interior of the facility**. This role serves as a **mobile security presence**, focused on early detection of concerns, deterrence through visibility, and timely reporting of any irregularities. Multiple Team Members may be assigned to different areas throughout the building.

The Team Members operate as an **observe and report position**, supporting the Watch Team Lead and Guardian on Duty by identifying potential issues before they escalate. This position is critical in areas where **natural supervision is limited**, including hallways, restrooms, transitional spaces, and low-traffic zones.

### Primary Responsibilities

#### 1. Patrol & Movement Operations

The Wallace Team Member shall:

- Conduct **continuous interior patrols** throughout the duration of the service or event
- Complete walkthroughs of assigned areas approximately **every 10–15 minutes**
- Maintain **intentional, non-routine movement patterns** to avoid predictability

Patrols should include, but are not limited to:

- Main hallways and corridors
- Secondary hallways and connecting spaces
- Restroom areas and entrances
- Stairwells (if applicable)
- Low-traffic or isolated areas
- Areas adjacent to main gathering spaces

The Team Member shall **remain mobile at all times** unless directed otherwise.

#### 2. Patrol Pattern Management

To reduce predictability and increase effectiveness, the Team Member shall:

- **Vary routes, timing, and direction of travel**

- Avoid establishing a fixed or easily identifiable patrol routine
- Periodically reverse patrol direction or adjust sequence of areas checked

The goal is to ensure:

**No area becomes predictable or unmonitored for extended periods**

### 3. Environmental Awareness & Area Checks

During each patrol cycle, the Team Member shall actively assess:

#### A. General Environment

- Unusual noise or disturbances
- Doors that should be secured but are open
- Unauthorized access to restricted areas
- Obstructions in hallways or exits

#### B. Restroom Monitoring

- Check restroom entrances regularly

#### • Note:

- Individuals lingering without clear purpose
- Multiple individuals entering/exiting together in a concerning manner
- Sounds of distress, conflict, or unusual activity

Interior Monitors shall **not enter restrooms unless necessary**, and only in accordance with policy and safety considerations.

### 4. Suspicious Behavior Detection

The Team Member shall remain alert for individuals exhibiting:

- Nervous, evasive, or erratic behavior
- Loitering in low-traffic or restricted areas
- Attempting to access unauthorized rooms
- Repeated movement between areas without clear purpose

• Avoidance of contact or observation  
Additional indicators include:

- Individuals appearing to **“case” the building** (looking into rooms, checking doors)
- Persons out of place relative to the event or environment

### 5. Unattended Item Identification

The Team Member is responsible for identifying and reporting:

- Bags, backpacks, or packages left unattended
- Items placed in unusual or concealed locations
- Objects that appear out of place or suspicious

Upon identifying an unattended item, the Team Member shall:

- **Not touch, move, or investigate the item**
- Establish awareness of the immediate area
- Notify the Watch Team Lead immediately with:
  - Exact location
  - Description of item
  - Time discovered

## 6. Visibility & Deterrence

The Team Member provides a **visible security presence**, which serves as a deterrent to inappropriate or unsafe behavior.

To maximize effectiveness, the Team Member shall:

- Maintain a **professional, alert posture**
- Make natural eye contact with individuals encountered
- Move confidently and with purpose

Visibility should communicate:

**Presence, awareness, and readiness—without creating alarm**

## 7. Interaction with Individuals

When encountering individuals, the Team Member may:

- Offer a polite greeting or acknowledgment
- Provide basic assistance (directions, general guidance)

However, the Team Member shall:

- Avoid prolonged conversations that reduce awareness
- Not engage in confrontation or enforcement actions
- Redirect concerns to the Watch Team Lead or Guardian when appropriate

## 8. Communication & Reporting

The Team Member shall maintain communication by:

- Reporting any **unusual or suspicious observations immediately**
- Providing clear, factual information including:
  - Location
  - Description of individual or item
  - Observed behavior (not assumptions)

Example communication:

“Lead, Interior — unattended backpack outside hallway near restroom, no owner observed.”

The Team Member shall:

- Continue observation from a safe distance when appropriate
- Follow all instructions from the Lead or Guardian

## 9. Incident Awareness & Support

During an incident, the Team Member shall:

- Quickly move to a position that provides **situational awareness without interfering**
- Report observations in real time as directed
- Assist with:
  - Directional guidance (if evacuation is initiated)
  - Maintaining order in hallways and movement areas

The Team Member shall **not intervene beyond training and role limitations** unless directed.

## 10. Post-Service Responsibilities

At the conclusion of duty, the Team Member shall:

- Conduct a **final walkthrough** of assigned areas
- Report any:
  - Security concerns
  - Maintenance or safety issues
  - Unusual observations

Ensure all areas are:

- Clear of unauthorized individuals
- Left in a secure and orderly condition
- Maintain **continuous movement and awareness**
- Demonstrate **attention to detail** in all areas
- Operate with **professional presence and discretion**
- Communicate clearly and promptly
- Avoid predictability in patrol patterns

## Children's Area Team Member

### Position Overview

The Children's Area Team Member is assigned to protect the **most vulnerable population within the facility—children**. This position is designated as a **highest priority assignment** due to the elevated risk and responsibility associated with child safety, custody control, and access management.

The Children's Area Team Member is responsible for maintaining **strict access control**, ensuring **authorized release procedures**, and providing **constant situational awareness** within and around all children's ministry areas.

This role operates in close coordination with the Watch Team Lead, Guardian on Duty, and children's ministry staff.

### Key Expectations of the Children's Area Team Member

- Exercise **zero-compromise access control**
- Maintain **constant vigilance and presence**
- Demonstrate **calm authority and professionalism**
- Communicate immediately and clearly
- Prioritize **child safety above convenience or pressure**

# Primary Responsibilities

## 1. Entry & Exit Point Control

The Children's Area Team member shall:

- Be positioned at **designated access points** to children's areas at all times
- Maintain **direct line-of-sight** to all entry and exit doors
- Ensure that:
  - Doors remain secured in accordance with policy
  - Entry is controlled and monitored continuously
- Prevent **unauthorized or unverified access** into children's areas

Under no circumstances shall access points be left **unattended or unsecured**.

## 2. Access Authorization Verification

The Children's Area Team Member is responsible for ensuring that **only authorized individuals** are permitted entry.

This includes:

- Observing and verifying:
  - Parent/guardian identification procedures (as established by ministry policy)
  - Check-in/check-out systems (tags, matching numbers, badges, etc.)
- Ensuring all individuals entering:
  - Have a legitimate purpose
  - Are consistent with expected parent/guardian or approved personnel profiles

If any uncertainty exists, the Monitor shall:

- **Deny entry until verification is confirmed**
- Notify the Watch Team Lead or children's ministry staff immediately

## 3. Child Release Procedures

The Children's Area Team Member shall enforce **strict child release protocols**, including:

- Ensuring that **no child is released** without proper authorization
- Verifying that:
  - The individual retrieving the child matches the approved release criteria
  - All required identifiers (matching tags, names, etc.) are presented

Under no circumstances shall:

- A child be released based on verbal claims alone
- Exceptions be made for convenience or familiarity
- Pressure from parents/guardians override established procedures

**If authorization cannot be confirmed, the child is not released.**

## 4. Custody & Family Dispute Awareness

The Children's Area Team Member shall remain alert for **potential custody-related concerns**, including:

- Disputes between adults over child release
- Individuals attempting to retrieve a child outside of normal procedures
- Signs of agitation, urgency, or emotional escalation involving a child

If a custody concern arises, the Team Member shall:

- **Immediately escalate to the Watch Team Lead and Guardian on Duty**
- Maintain position and **prevent removal of the child** until resolved
- Avoid engaging in arguments or making determinations independently

## 5. Behavioral Observation & Threat Awareness

The Children's Area Monitor shall observe for individuals who:

- Appear **agitated, anxious, or overly focused on children**
- Attempt to:
  - Bypass entry procedures
  - Enter restricted areas without authorization
- Display unusual behavior such as:
  - Loitering near children's areas
  - Excessive questioning about children or procedures

All concerns shall be:

- **Immediately reported**
- Monitored closely until resolved

## 6. Coordination with Children's Ministry Staff

The Children's Area Team Member shall work in coordination with staff by:

- Maintaining clear communication with:
  - Teachers
  - Nursery workers
  - Children's ministry leaders
- Supporting staff in:
  - Managing entry/exit flow
  - Identifying unfamiliar individuals
- Deferring to ministry leadership for:
  - Internal classroom matters
  - Child-specific concerns (unless safety-related)

Security concerns shall always be escalated through Watch Team protocols.

## 7. Position Discipline & Coverage

Due to the critical nature of this role, the Children's Area Team Member shall:

- **Remain at assigned post at all times**
- Not leave position unless:
  - Proper relief is provided
  - Directed by the Watch Team Lead or Guardian

- Avoid distractions, including:
  - Personal conversations
  - Mobile device use (unless operationally necessary)

**Children’s access points shall never be left uncovered.**

## 8. Communication & Reporting

The Children’s Area Team Member shall communicate:

- Immediately upon identifying:
  - Unauthorized access attempts
  - Custody concerns
- Suspicious individuals or behavior
- Using clear, factual language:
  - Location
  - Description of individual
  - Specific concern

## 9. Incident Response Responsibilities

During an incident involving the children’s area, the Team Member shall:

- Secure entry/exit points immediately
- Prevent unauthorized removal of any child
- Assist in:
  - Lockdown procedures (if initiated)
  - Controlled evacuation (if directed)
- Maintain calm and order among parents and children
- The Children’s Area Team Member shall **prioritize child accountability and safety above all else.**

## 10. Post-Service Responsibilities

At the conclusion of service, the Children’s Area Team Member shall:

- Ensure all children are:
  - Properly released to authorized individuals
- Remain on post until:
  - The area is cleared
  - Released by the Watch Team Lead or Guardian
- Report any:
  - Irregularities
  - Concerns
  - Procedural issues

## Medical Support

### Position Overview

The Medical Support role is responsible for providing **immediate, on-site medical response** to illness, injury, or medical emergencies occurring during services or events. This position serves as the **initial care provider** until higher-level medical assistance (EMS) arrives.

Medical Support personnel operate strictly **within the scope of their training and certification** (e.g., CPR, First Aid, AED) and are responsible for stabilizing the individual, coordinating emergency services, and supporting a safe and controlled response environment. This role works in direct coordination with the Watch Team Lead and Guardian on Duty.

# Primary Responsibilities

## 1. Immediate Response to Medical Incidents

The Medical Support member shall:

- Respond **immediately and directly** to any reported medical incident
- Bring any available medical equipment (AED, first aid kit, gloves, etc.)
- Assess the scene for:
  - Safety (no hazards present)
  - Number of patients

- Severity of condition

Upon arrival, the Medical Support member shall:

- Establish control of the situation
- Identify themselves as responding medical support
- Begin initial patient assessment

## 2. Scene Safety & Control

Prior to providing care, the Medical Support member shall:

- Ensure the scene is safe for:
  - The patient
  - The responder
  - Bystanders
- Direct nearby individuals to:

- Provide space
- Avoid crowding
- Request assistance from Watch Team members to:
  - Control the area
  - Maintain privacy
  - Assist with crowd management

**Scene safety is always the first priority before care is initiated.**

## 3. Patient Assessment & Care

The Medical Support member shall:

- Conduct a **primary assessment**, including:
  - Level of consciousness
  - Airway, breathing, circulation
- Identify:
  - Life-threatening conditions
  - Visible injuries or symptoms

Care shall be provided:

- Within the responder's **training and certification level only**
- Using approved techniques and equipment

This may include:

- CPR and AED use
- Bleeding control
- Basic first aid (bandaging, positioning, etc.)
- Assisting with known medical conditions (as appropriate)

The responder shall:

- Remain calm and reassuring
- Communicate clearly with the patient (if conscious)

- Continuously monitor the patient's condition

#### **4. Activation of Emergency Medical Services (EMS)**

The Medical Support member shall ensure **911 is called immediately** when:

- The condition is life-threatening
- The patient is unconscious or unresponsive
- There is difficulty breathing
- There is severe bleeding or trauma
- There is any uncertainty about the severity of the condition

If not already done, the Medical Support member shall:

- Direct a specific individual to call 911
- Provide clear instructions:
  - Location (facility name, address, specific area)
  - Nature of the emergency
  - Patient condition

The Medical Support member shall **never assume someone else has called 911**—confirmation is required

#### **5. Coordination with Watch Team & Guardian**

The Medical Support member shall:

- Communicate with the Watch Team Lead regarding:
  - Nature of the incident
  - Need for additional support
- Request assistance for:
  - Crowd control
  - Access routes for EMS
  - Retrieval of equipment (AED, supplies)

The Guardian on Duty shall be kept informed of:

- Incident severity
- EMS activation
- Any escalation

#### **6. Preparation for EMS Arrival**

Prior to EMS arrival, the Medical Support member shall:

- Continue patient care and monitoring
- Ensure a clear and accessible path for EMS personnel
- Assign Watch Team members to:
  - Guide EMS to the exact location
  - Hold doors/open access points
- Prepare to provide a **brief, accurate handoff report**, including:
  - Patient condition
  - Care provided
  - Timeline of events

## 7. Handoff to EMS

Upon EMS arrival, the Medical Support member shall:

- Clearly identify themselves and provide a concise report
- Transfer care to EMS personnel
- Remain available for:

- Additional information
- Assistance if requested

Once care is transferred:

- Follow EMS direction
- Avoid interfering with professional medical operations

## 8. Documentation & Reporting

Following the incident, the Medical Support member shall:

- Provide accurate information for incident reporting, including:
  - Time of incident
  - Nature of illness/injury
  - Care provided
  - EMS involvement
- Assist the Watch Team Lead or Guardian with:
  - Completing required documentation
  - Providing factual, objective statements

Documentation shall be:

- Accurate
- Timely
- Free of assumptions or opinions

## 9. Equipment Readiness & Accountability

The Medical Support member shall:

- Be familiar with the location and operation of:
  - AED devices
  - First aid kits
  - Emergency supplies
- Ensure equipment is:
  - Accessible
  - Functional
  - Properly stocked (as assigned)

Any deficiencies shall be reported immediately.

## 10. Professional Conduct & Limitations

The Medical Support member shall:

- Operate strictly within their **level of training and certification**
- Not administer medications or perform procedures outside authorized scope
- Maintain **patient privacy and dignity** at all times

The Medical Support member shall not:

- Make medical diagnoses beyond training
- Provide speculative information to bystanders
- Leave the patient unattended until properly relieved

# Key Expectations of Medical Support Personnel

- Respond **rapidly and decisively**
- Maintain **calm, confident control** of the scene
- Deliver care consistent with training
- Communicate clearly with team members and EMS
- Prioritize **life safety and patient dignity**

## Parking Lot / Exterior Team Member

### Position Overview

The Parking / Exterior Team Member is responsible for maintaining **situational awareness and security presence outside the facility**, including parking lots, drop-off zones, walkways, and building approaches. This role serves as the **first layer of detection and deterrence**, identifying potential concerns **before they reach the building**. The Exterior Monitor plays a critical role in early intervention through **observation, visibility, and timely reporting**.

This is an **observe and report position**, operating under the direction of the Watch Team Lead and Guardian on Duty

## Primary Responsibilities

### 1. Area of Responsibility & Positioning

The Parking / Exterior Team Member shall:

- Be assigned to specific exterior zones, including:
  - Main parking lot(s)
  - Secondary or overflow parking areas
  - Drop-off and pick-up zones
  - Walkways and building approaches
- Maintain a position that allows:
  - Maximum visibility of vehicle and pedestrian movement
  - Awareness of entry points and exterior gathering areas

The Exterior Monitor shall remain **mobile when appropriate**, while ensuring **continuous coverage of assigned areas**.

### 2. Active Observation of Vehicles

The Exterior Team Member shall observe all vehicles entering and within the parking area, noting:

#### A. Suspicious Vehicle Indicators

- Vehicles circling the lot repeatedly without parking
- Vehicles parked in unusual or restricted locations

- Occupants remaining inside vehicles for extended periods
- Vehicles with:
  - Obscured or missing license plates
  - Visible weapons or concerning items
  - Excessive tint limiting visibility

## **B. Behavioral Indicators**

- Individuals inside vehicles watching entrances or people
- Sudden or erratic driving behavior
- Vehicles attempting to bypass normal traffic flow

Any concerns shall be **documented mentally and reported immediately**.

## **3. Observation of Individuals**

The Exterior Team Member shall observe for individuals who:

- Are loitering in parking areas without clear purpose
- Appear to be:
  - Watching the building or entrances
  - Attempting to avoid contact or detection
- Exhibit:
  - Agitated, erratic, or suspicious behavior
- Attempt to access areas not designated for public entry

Special attention should be given to:

- Individuals approaching from outside the normal flow of traffic
- Persons moving between vehicles without clear reason

## **4. Early Detection & Reporting**

The primary objective of the Exterior Monitor is to:

**Identify and report concerns before they reach the building**

Upon identifying any concern, the Exterior Monitor shall:

- Immediately notify the Watch Team Lead (or Guardian if directed)
- Provide:
  - Exact location
  - Description of individual or vehicle
  - Observed behavior (fact-based, no assumptions)

The Exterior Monitor shall:

- Continue observation from a safe distance
- Avoid escalating or approaching the situation unnecessarily
- Follow instructions from the Lead or Guardian

## **5. Traffic Flow & Pedestrian Safety**

The Exterior Monitor shall assist in maintaining **safe and orderly movement** by:

- Monitoring vehicle flow during:
  - Arrival periods
  - Dismissal or high-traffic times
- Assisting with:

- Directing vehicles when congestion occurs
- Identifying unsafe driving behaviors
- Ensuring pedestrian safety by:
  - Observing crosswalk areas
  - Notifying drivers (visually or verbally if appropriate) of pedestrians

The Exterior Monitor shall not:

- Direct traffic in a manner inconsistent with local laws
- Place themselves in unsafe positions within active traffic lanes

## 6. Access Awareness & Perimeter Integrity

The Exterior Monitor shall:

- Monitor building perimeter for:
  - Propped or unsecured exterior doors
  - Unauthorized access attempts
- Identify vulnerabilities such as:
  - Poor lighting areas
  - Blind spots or obstructed views
- Report any:
  - Security gaps
  - Maintenance concerns impacting safety.

## 7. Visibility & Deterrence

The Exterior Team Member provides a **visible security presence**, which serves as a deterrent to potential threats.

To maximize effectiveness, the Monitor shall:

- Maintain a **professional and alert posture**
- Move with purpose throughout assigned areas
- Make natural eye contact with individuals when appropriate

Visibility should communicate:

**Awareness, presence, and readiness—without confrontation**

## 8. Interaction with Individuals

The Exterior Team Member may:

- Offer assistance (directions, general guidance)
- Provide a courteous greeting when appropriate

However, the Monitor shall:

- Avoid confrontation or accusatory behavior
- Not engage in enforcement actions

- Redirect concerns to the Watch Team Lead or Guardian
- If approached by an individual exhibiting concerning behavior:
- Maintain a calm, non-threatening demeanor
  - Disengage if necessary and report immediately

## 9. Incident Awareness & Support

During an incident, the Exterior Team Member shall:

- Provide real-time updates on:
  - Suspect location or movement
  - Vehicle descriptions and direction of travel
- Assist with:
  - Securing exterior areas
  - Preventing unauthorized access to the building
- Support emergency response by:
  - Guiding first responders to the correct location
  - Maintaining clear access routes

The Exterior Team Member shall not pursue or intervene beyond training and direction.

## 10. Post-Service Responsibilities

At the conclusion of duty, the Exterior Monitor shall:

- Conduct a **final sweep of assigned exterior areas**
- Identify and report:
  - Suspicious activity
  - Safety hazards
  - Security concerns
- Ensure parking and exterior areas are:
  - Clear
  - Secure (as directed)

## Key Expectations of the Parking / Exterior Monitor

- Maintain **constant situational awareness**
- Identify potential threats **before they approach the facility**
- Demonstrate **professional presence and visibility**
- Communicate clearly and immediately
- Operate strictly within **observe and report parameters**

## Section 5 — Sunday Service SOP

### Standard Operating Procedures for Weekly Services

#### Purpose

To establish a **consistent, structured operational framework** for Watch Team personnel during Sunday services, ensuring **safety, coordination, communication, and accountability** from pre-service through post-service operations.

#### Scope

This SOP applies to all Watch Team members, including:

- Watch Team Lead
- Team Member / Entry Monitors
- Interior Monitors
- Children's Area Monitors

- Parking / Exterior Monitors
- Medical Support
- All personnel operate under the direction of the **Guardian on Duty**.

# I. Pre-Service Operations

## 1. Team Arrival & Check-In

All Watch Team members shall:

- Arrive **no less than 15 minutes prior** to service start time
- Check in with the **Watch Team Lead**
- Confirm:
  - Attendance
  - Assignment readiness
  - Equipment (radio, identification, etc.)

Late arrivals shall report directly to the Lead for reassignment.

## 2. Pre-Service Briefing

The Watch Team Lead shall conduct a **structured operational briefing**, which includes:

- Assignment of all posts and coverage areas
- Review of:
  - Current threat level or concerns
  - Known individuals of concern (if applicable)
  - Special events, high attendance, or unique circumstances

Reinforcement of:

- Communication protocols
- Role limitations (observe and report)
- Confirmation of:
  - Medical response readiness
  - Children's area security procedures

All team members shall acknowledge understanding of their assignment.

## 3. Post Assignment & Coverage Verification

The Watch Team Lead shall:

- Assign all roles and ensure **100% coverage of critical positions**, including:
  - Main entrances
  - Children's areas
  - Interior patrol
  - Exterior/parking areas
- Establish contingency coverage for:
  - Breaks
  - Unexpected absences

No position shall be left **uncovered at any time**.

## 4. Communication Check (Radio Check)

Prior to deployment, the Lead shall conduct a **radio check** (if radios are in use):

- Confirm all assigned personnel:
  - Are on the correct channel
  - Can transmit and receive clearly
- Reinforce:
  - Proper radio etiquette
  - Use of clear, concise communication

## 5. Movement to Assigned Positions

All Watch Team members shall:

- Move to assigned positions **prior to doors opening**
- Ensure:
  - Area readiness
  - Visibility of surroundings
  - Awareness of entry flow

Personnel shall not delay or congregate once assignments are given.

## 6. Door Opening & Initial Entry Phase

Upon doors opening:

- Team Members initiate:
  - Guest engagement
  - Behavioral observation
- Exterior Monitors:
  - Observe arrival patterns
  - Identify early concerns
- Interior Monitors:
  - Begin initial patrol cycle
- Children's Area Monitors:
  - Establish strict access control

This phase is considered **high-importance for early detection**.

# II. During Service Operations

## 1. Position Discipline & Coverage

All Watch Team members shall:

- Always maintain assigned positions
- Not leave post unless:
  - Properly relieved
  - Directed by the Watch Team Lead or Guardian
- Ensure continuous coverage of all critical areas

## 2. Active Observation & Awareness

All personnel shall:

- Maintain **constant situational awareness**
- Observe for:
  - Suspicious individuals or behavior
  - Unattended items
  - Unauthorized access attempts
  - Medical concerns

Observation shall be **intentional, continuous, and proactive**.

### **3. Interior & Exterior Monitoring**

- Interior Monitors:
  - Conduct patrols every **10–15 minutes**
  - Focus on low-traffic and transitional areas
- Exterior Monitors:
  - Monitor parking and building approach
  - Identify concerns before entry

### **4. Children's Area Security**

Children's Area Team Member shall:

- Maintain **strict access control at all times**
- Enforce:
  - Entry verification
  - Child release procedures
- Immediately escalate:
  - Custody concerns
  - Unauthorized access attempts

This area remains **highest priority throughout the service**.

### **5. Communication & Reporting**

All Watch Team members shall:

- Report **any concern immediately** to the Watch Team Lead
- Provide:
  - Location
  - Description
  - Observed behavior (fact-based)

The Watch Team Lead shall:

- Gather and verify information
- Relay confirmed information to the Guardian on Duty

### **6. Response to Incidents**

In the event of an incident:

- Personnel shall:
  - Maintain role discipline
  - Avoid independent action beyond training

- Follow direction from:
  - Watch Team Lead
  - Guardian on Duty

Response priorities include:

- Life safety
- Scene control
- Clear communication

## **7. Position Rotation (If Required)**

Position rotation shall:

- Occur **only if directed** by the Watch Team Lead
- Be conducted in a manner that:
  - Maintains continuous coverage
  - Avoids gaps in critical positions

Unapproved movement or self-initiated rotation is prohibited.

# **III. Post-Service Operations**

## **1. Exit Monitoring & Crowd Flow**

At service conclusion, Watch Team members shall:

- Monitor:
  - Main exits
  - Hallways
  - Parking lot flow
- Ensure:
  - Safe and orderly movement of individuals
  - No congestion or unsafe conditions

## **2. Exterior & Parking Oversight**

Exterior Monitors shall:

- Observe:
  - Vehicle movement and departure patterns
  - Pedestrian safety in parking areas
- Identify:
  - Suspicious individuals remaining on property
  - Unusual or lingering vehicles

## **3. Lingering Individuals & Situational Awareness**

All personnel shall remain alert for:

- Individuals who:
  - Remain on property without clear purpose
  - Appear to be waiting, watching, or avoiding departure
- Any behavior that:
  - Deviates from normal post-service activity

All concerns shall be **reported immediately**.

#### **4. Children's Area Final Release**

Children's Area Monitors shall:

- Remain in position until:
  - All children are released properly
- Ensure:
  - No child is released without authorization
- Report any:
  - Irregularities or concerns

#### **5. Final Area Sweep**

Assigned personnel shall:

- Conduct a **final walkthrough/sweep** of:
  - Interior areas
  - Exterior spaces (as directed)
- Identify:
  - Security concerns
  - Unattended items
  - Maintenance or safety issues

#### **6. Debrief with Watch Team Lead**

Following operations, the Watch Team Lead shall conduct a **brief debrief**, including:

- Review of:
  - Any incidents or concerns
  - Observations from team members
- Identification of:
  - Gaps or vulnerabilities
  - Opportunities for improvement

All team members are encouraged to provide **brief, relevant feedback**.

#### **7. Accountability & Release**

Prior to dismissal, the Watch Team Lead shall:

- Confirm all personnel are:
  - Accounted for
  - Released from duty
- Ensure all equipment is:
  - Returned or secured (if applicable)

### **Key Operational Expectations**

- Maintain **professional presence at all times**
- Operate with **discipline and consistency**

- Communicate **clearly and immediately**
- Prioritize **life safety and early detection**
- Remain aligned with the **Guardian on Duty**

## Section 6 — Emergency Procedures

### Active Threat / Lockdown

#### Purpose

To provide clear, actionable procedures for Watch Team personnel in the event of an **active threat**, including but not limited to:

- Armed intruder
- Active shooter
- Violent individual on campus
- Credible imminent threat inside or approaching the facility

The objective is to **protect life by securing areas, limiting exposure, and maintaining control** until law enforcement arrives.

#### Definition

An **Active Threat** is any situation in which an individual poses an **immediate risk of serious harm or death** through violence.

A **Lockdown** is the immediate action taken to:

- Secure individuals behind locked barriers
- Reduce visibility and exposure
- Prevent movement throughout the facility

### Immediate Actions (Upon Recognition of Threat)

#### 1. Call 911 Immediately

The first available personnel shall:

- Dial **911 without delay**
- Provide:
  - Facility name and address
  - Nature of the threat (e.g., “active shooter,” “armed individual”)
  - Last known location of the threat
  - Description of the individual (if known)

**Do not assume someone else has called — confirmation is required.**

## 2. Notify Watch Team Lead / Guardian

As soon as possible:

- Notify the **Watch Team Lead and/or Guardian on Duty**
- Provide concise, factual information:
  - Location
  - Description
  - Direction of movement (if known)

## 3. Initiate Lockdown

Upon confirmation of a threat:

- Immediately initiate **Lockdown procedures**
- Communicate lockdown (as directed or per protocol)

All personnel shall shift from normal operations to **life safety mode**.

## Lockdown Procedures

### 4. Secure Doors (If Safe to Do So)

Watch Team members shall:

- Close and secure all doors in their immediate area
- Lock doors using:
  - Standard locks
  - Additional security devices (e.g., Nightlock or equivalent, if applicable)
- Ensure doors are:
  - Fully closed
  - Not accessible from the outside

If unable to secure a door safely:

- Move to a safer location immediately

**Do not expose yourself to secure a door if the threat is nearby.**

### 5. Move Individuals to Cover & Concealment

All personnel shall:

- Direct individuals to the **nearest safe location**
- Position occupants:
  - Out of sight from doors and windows
  - Behind solid barriers (walls, heavy furniture)
- Utilize both:
  - **Cover** (protection from harm)
  - **Concealment** (protection from visibility)

Avoid:

- Open areas
- Hallways
- Glass exposure

## 6. Maintain Silence & Control

Once secured:

- Enforce **complete silence**
- Silence all:
  - Cell phones (ringers/vibrations off)
  - Electronic devices
- Prevent:
  - Talking
  - Movement within the room

Personnel shall:

- Maintain calm, controlled authority
- Reassure occupants without increasing noise

**Silence reduces detection and increases survivability.**

## Role-Specific Responsibilities

### Watch Team Lead

- Gather and verify information
- Relay confirmed details to the Guardian and responding law enforcement
- Maintain overall coordination (if communication is possible)

### Team Member / Entry Monitor

- Immediately move to secure nearest entry point (if safe)
- Transition to lockdown position
- Prevent additional entry if possible without exposure

### Interior Monitor

- Direct individuals into secure rooms
- Assist in locking down interior areas
- Move to nearest secure location once immediate area is addressed

### Children's Area Monitor

- Immediately secure all access points
- Ensure **no child exits the area**
- Move children to protected positions
- Maintain strict accountability of all children

### Parking / Exterior Monitor

- If outside and safe:
  - Move to secure location immediately
  - Notify of threat location and movement
- Do **not attempt to re-enter** if doing so increases risk

## Medical Support

- Move to secure location
- Prepare to respond when safe
- Do not enter unsecured areas during active threat

## If Directly Confronted with Threat

If an individual is in immediate danger:

- Follow **Run / Hide / Fight principles** (as trained)
- Prioritize:
  1. Escape (if safe path exists)
  2. Secure and hide
  3. Defend as a last resort

## Communication During Lockdown

- Use radios **only if necessary and safe**
- Keep transmissions:
  - Short
  - Clear
  - Essential only

Avoid:

- Excessive radio traffic
- Speculation or unverified information

## Law Enforcement Arrival

When law enforcement arrives:

- Remain in lockdown **until directed otherwise**
- Do not open doors for anyone **unless verified law enforcement**
- Expect officers to:
  - Move quickly
  - Prioritize threat neutralization

All occupants shall:

- Keep hands visible
- Follow all commands immediately

## All-Clear & Recovery

Lockdown shall remain in effect until:

- Official **“All Clear”** is given by law enforcement or authorized command

After all-clear:

- Watch Team members shall:
  - Assist with controlled release of individuals

- Identify injured persons (once safe)
- Support accountability efforts

## Post-Incident Actions

Following the incident:

- Report all observations to the Watch Team Lead
- Assist with:
  - Accountability checks
  - Documentation
- Participate in debrief

## Key Expectations

- Act **immediately and decisively**
- Prioritize **life safety over property**
- Maintain **discipline and control under stress**
- Communicate **only verified, critical information**
- 

## Section 7 - Core Communication Principles

### 1. Chain of Communication

All Watch Team communication shall flow through the **Watch Team Lead**.

- Team Members → Watch Team Lead
- Watch Team Lead → Guardian on Duty
- Guardian → External Agencies (if applicable)

Personnel shall:

- **Not bypass the chain of command** unless:
  - Immediate life-threatening conditions require direct 911 communication
- Avoid unnecessary cross-communication between roles that creates confusion

**One voice up — one voice out.**

### 2. Use of Plain Language

All communication shall be conducted using **plain, clear language**.

- **No codes, signals, or jargon** shall be used
- Messages must be understandable to:
  - All team members
  - Visitors (if overheard)
  - Responding emergency personnel

### 3. Brevity & Clarity

All transmissions shall be:

- **Short**
- **Direct**
- **Fact-based**

Each message should include:

1. **Who you are calling**
2. **Who you are**
3. **Location**
4. **What you are observing or requesting**

Avoid:

- Long explanations
- Repeated or unnecessary details
- Emotional or speculative language

### 4. Accuracy Over Speed

Personnel shall:

- Report **only what is observed**, not assumed
- Avoid speculation or interpretation

**If unsure — describe, don't assume.**

## Communication Methods

### 1. Radio Communication

When radios are in use, personnel shall:

- Keep transmissions:
  - Clear and concise
  - Free of background noise
- Pause briefly before speaking to avoid cutting off messages
- Speak in a calm, controlled tone

### 2. Radio Etiquette

All personnel shall:

- Listen before transmitting to avoid overlap
- Use normal speaking voice (not shouting)
- Acknowledge received instructions when appropriate

Avoid:

- Interrupting active transmissions unless urgent
- Side conversations over primary channels

### 3. Priority of Communication

Messages shall be prioritized as follows:

**Priority 1 — Emergency**

- Active threat
- Medical emergency
- Immediate safety concern

→ Interrupt if necessary

**Priority 2 — Urgent Concern**

- Suspicious individual
- Escalating behavior

→ Transmit promptly

**Priority 3 — Routine**

- General updates
- Non-urgent observations

→ Transmit when channel is clear

## Standard Communication Structure

All communications should follow this format:

**[Recipient] → [Your Position] → [Location] → [Observation/Request]**

## Requesting Assistance

When requesting support, personnel shall clearly state:

- Nature of concern
- Location
- Type of assistance needed

## Escalation Procedures

Personnel shall escalate immediately when:

- Behavior becomes:
  - Aggressive
  - Unpredictable
  - Threatening
- There is:
  - Unauthorized access attempt
  - Custody concern
  - Medical emergency

Escalation shall go:

- First to Watch Team Lead
- Then to Guardian (via Lead)

# Communication During Emergencies

During high-risk or emergency situations:

- Keep transmissions:
  - **Minimal**
  - **Essential only**
- Avoid:
  - Duplicate reporting
  - Unverified information
- Provide updates only when:
  - New, confirmed information is available

## Confidentiality & Professionalism

All Watch Team members shall:

- Maintain **professional tone at all times**
- Avoid:
  - Personal opinions
  - Emotional language
- Protect sensitive information

Communication should reflect:

**Calm control, clarity, and professionalism**

## Common Communication Errors (To Avoid)

- Speaking too fast or unclearly
- Providing too much unnecessary detail
- Using assumptions instead of observations
- Failing to identify yourself or location
- Talking over other transmissions
- Delaying reporting due to uncertainty

## Key Expectations

- Communicate **immediately and clearly**
- Follow the **chain of command**
- Use **plain, professional language**
- Prioritize **accuracy and brevity**
- Maintain **discipline under stress**

## I. Immediate 911 Activation Triggers

**911 SHALL BE CALLED IMMEDIATELY FOR ANY OF THE FOLLOWING:**

## 1. Weapons Observed or Suspected

- Firearms (visible or reported)
- Knives or other weapons used in a threatening manner
- Individuals reaching for, displaying, or referencing a weapon

### Action:

- Call 911 immediately
- Notify Watch Team Lead simultaneously (if possible)
- Provide clear description and location

## 2. Threats of Violence

- Verbal threats to harm:
  - Individuals
  - Groups
  - The facility
- Statements indicating intent to:
  - “Shoot,” “hurt,” “attack,” or similar

### Action:

- Treat all threats as credible until proven otherwise
- Call 911 immediately
- Report exact wording if known

## 3. Active Physical Altercations

- Fighting between individuals
- Assault or aggressive physical contact
- Situations rapidly escalating toward violence

### Action:

- Call 911 immediately if:
  - Weapons are involved
  - The situation is not quickly controllable
- Notify Watch Team Lead

## 4. Medical Emergencies

- Unconscious or unresponsive individuals
- Difficulty breathing
- Chest pain or suspected cardiac event
- Severe bleeding or trauma
- Seizures or significant medical distress

### Action:

- Call 911 immediately
- Activate Medical Support
- Provide location and condition

## **5. Active Threat / Violent Intruder**

- Individual actively threatening or harming others
- Reports of shots fired or weapon use
- Any situation requiring lockdown

### **Action:**

- Call 911 immediately
- Initiate lockdown procedures
- Notify Watch Team Lead and Guardian

## **6. Suspicious Packages with Credible Risk**

- Unattended item with:
  - Wires, unusual markings, or leaking substances
  - Placement in sensitive or concealed location
- Statements indicating explosive or harmful device

### **Action:**

- Do not touch or move item
- Clear immediate area
- Call 911
- Notify Watch Team Lead

**Never delay calling 911 while attempting to verify a serious threat**

# **II. Guardian Notification Triggers**

**The Guardian on Duty SHALL BE NOTIFIED (via Watch Team Lead) FOR:**

## **1. Escalating Behavior**

- Individuals becoming:
  - Increasingly agitated
  - Loud, disruptive, or confrontational
- Behavior that may lead to:
  - Physical altercation
  - Loss of control

## **2. Suspicious Individuals**

- Persons exhibiting:
  - Nervous, evasive, or erratic behavior
  - Loitering without clear purpose
  - Unusual interest in security, entrances, or children

## **3. Policy Violations**

- Individuals refusing to follow:
  - Entry procedures

- Child release protocols
- Restricted area access rules

#### 4. Custody or Child Safety Concerns

- Disputes over child release
- Unauthorized individuals attempting pickup
- Any situation involving:
  - Conflicting claims
  - Emotional escalation involving a child

##### Action:

- Immediately notify Lead and Guardian
- Do not release child

#### 5. Repeated or Patterned Behavior

- Individuals returning multiple times with concerning behavior
- Ongoing issues that may indicate escalation potential

### III. Watch Team Lead Notification (Routine & Elevated Concerns)

#### The Watch Team Lead SHALL BE NOTIFIED FOR:

- Any **unusual or out-of-place behavior**
- Unattended items
- Minor disturbances
- Environmental or security concerns
- Situations that are unclear but noteworthy

### Escalation Flow

#### Standard Flow:

1. Team Member → Watch Team Lead
2. Watch Team Lead → Guardian
3. Guardian → Law Enforcement (if required)

**Exception: Immediate life-threatening situations = Call 911 first**

### Common Mistakes to Avoid

- Delaying 911 call while “waiting to see what happens”
- Assuming someone else has already called
- Downplaying verbal threats
- Ignoring early warning signs
- Failing to escalate custody-related concerns immediately

### Key Expectations

- Act **quickly and decisively**
- Err on the side of **safety and escalation**
- Follow the **chain of communication**
- Provide **clear, factual information**

## Section 8 — Documentation

### Incident Reporting & Recordkeeping

#### Purpose

To establish a standardized process for documenting all incidents, ensuring that:

- Accurate records are maintained
- Information is preserved for review, follow-up, and legal purposes
- Leadership has clear visibility into security-related events

Proper documentation supports **accountability, trend analysis, and continuous improvement** of security operations

#### Scope

This section applies to all Watch Team personnel involved in or witnessing:

- Security incidents
- Medical events
- Behavioral concerns
- Policy violations
- Any unusual or noteworthy occurrence

#### Core Requirement

**All incidents must be documented within 24 hours of occurrence.**

Failure to document incidents in a timely manner may result in:

- Loss of critical details
- Incomplete reporting
- Reduced effectiveness of follow-up actions

#### I. Incidents Requiring Documentation

Documentation is required for **any event that deviates from normal operations**, including but not limited to:

- Suspicious individuals or behavior
- Verbal threats or disturbances
- Physical altercations

- Medical incidents (minor or major)
- Custody concerns or disputes
- Unauthorized access attempts
- Removal or denial of entry to an individual
- Any situation involving law enforcement or EMS

**If it required attention — it requires documentation.**

## II. Required Report Components

All incident reports shall include the following **minimum required elements**:

### 1. Date and Time

- Exact date of the incident
- Start time and (if applicable) end time

### 2. Location

- Specific area of occurrence (e.g., “Main Entrance,” “Children’s Hallway,” “Parking Lot – North Side”)
- Avoid vague descriptions

### 3. Individuals Involved

Include:

- Names (if known)
- Descriptions (if name unknown), including:
  - Gender
  - Approximate age

- Clothing
- Distinguishing features

Also identify:

- Watch Team members involved
- Staff or witnesses

### 4. Actions Taken

Provide a **step-by-step account** of:

- What actions were taken by Watch Team personnel
- Who was notified (Lead, Guardian, 911, etc.)
- Any interventions or responses

### 5. Outcome / Resolution

Clearly state:

- How the situation concluded
- Whether:
  - The individual left voluntarily
  - Law enforcement or EMS responded
  - The issue was resolved on-site

## **III. Narrative Writing Standards**

### **1. Use Objective, Fact-Based Language**

Reports shall include:

- What was **observed**
- What was **said** (when relevant, using quotes if possible)
- What actions were **taken**

Avoid:

- Opinions
- Assumptions
- Emotional language

### **2. Write in Chronological Order**

Reports shall:

- Follow the sequence of events as they occurred
- Clearly show:
  - Initial observation
  - Escalation (if any)
  - Resolution

### **3. Be Clear and Concise**

- Include all necessary details
- Avoid unnecessary or unrelated information

## **IV. Roles & Responsibilities in Documentation**

### **1. Reporting Individual**

The Watch Team member directly involved shall:

- Complete or initiate the incident report
- Ensure accuracy and completeness
- Submit within required timeframe

### **2. Watch Team Lead**

The Lead shall:

- Review all reports for:
  - Accuracy
  - Completeness
- Ensure reports are:
  - Submitted on time
  - Forwarded to appropriate authority (Guardian / administration)

**Accountability, protection, and the ability to improve future operations.**

### 3. Guardian on Duty

The Guardian shall:

- Review significant incidents
- Determine if:
  - Further action is required
  - Law enforcement follow-up is needed

## V. Submission & Storage Procedures

- Reports shall be submitted through the **designated reporting system** (paper or digital)
- All reports shall be:
  - Stored securely
  - Accessible to authorized personnel only

Confidentiality shall be maintained at all times.

## VI. Supplemental Documentation

When applicable, reports should include:

- Photographs (if appropriate and authorized)
- Video references (camera locations/timestamps)
- Witness statements
- EMS or law enforcement case numbers

## VII. Timeliness & Accuracy Standards

### Timeliness

- Reports must be completed **as soon as possible**, but no later than **24 hours after the incident**

### Accuracy

- Information must be:
  - Truthful
  - Complete
  - Based on direct observation or confirmed facts

## Common Documentation Errors (To Avoid)

- Waiting too long to complete reports
- Including opinions instead of facts
- Leaving out key details (time, location, actions)
- Writing vague or unclear descriptions
- Failing to document minor incidents that may indicate patterns

## Key Expectations

- Document **all incidents consistently**
- Maintain **professional, objective language**
- Submit reports **within required timeframe**
- Ensure **accuracy and completeness**

## Section 09 — Training Program

### Watch Team Training & Development

#### Purpose

To establish a comprehensive training program that ensures all Watch Team personnel are:

- **Prepared** to perform assigned roles
- **Consistent** in procedures and response
- **Confident** in communication and decision-making
- **Aligned** with established security protocols

Training is essential to maintaining a **ready, disciplined, and effective security presence**.

#### Scope

This program applies to all Watch Team members, including:

- New volunteers (initial onboarding)
- Active team members (ongoing training)
- Watch Team Leads (advanced leadership development)

#### Core Training Philosophy

**Train consistently — practice realistically — perform confidently**

Training shall be:

- Practical and scenario-driven
- Repetitive enough to build habit and muscle memory
- Aligned with real-world conditions and likely incidents

### I. Initial Onboarding Training

#### 1. Objective

To ensure all new Watch Team members understand:

- Their role and responsibilities
- Security protocols and expectations
- Communication procedures
- Limitations of authority (observe and report)

## 2. Required Onboarding Topics

All new members shall receive training on:

### A. Organizational Structure

Chain of command (Watch Team Lead → Guardian on Duty)

- Role of each position
- Incident reporting

### B. Roles & Responsibilities

- Team Member / Entry Monitor
- Team Member
- Children's Area Monitor
- Parking / Exterior Monitor
- Medical Support

### C. Core Procedures

- Sunday Service SOP
- Communication protocols
- Decision triggers

### D. Emergency Procedures

- Active threat / lockdown
- Medical emergencies
- Evacuation procedures (if applicable)
- Custody-related concerns

### E. Behavioral Awareness

- Identifying suspicious behavior
- Recognizing escalation indicators
- Situational awareness fundamentals

## 3. Onboarding Verification

Before assignment, new members shall:

- Demonstrate understanding of:
  - Communication structure
  - Escalation procedures
- Participate in:
  - Basic scenario walkthroughs
- Be approved by:
  - Watch Team Lead and/or Guardian

## II. Monthly Refresher Training

### 1. Objective

To reinforce:

- Existing knowledge
- Consistency across the team
- Readiness for emergency situations

### 2. Frequency

- Conducted **monthly (1<sup>st</sup> Saturday )**
- Attendance is **expected for all active members**

### 3. Training Focus Areas

Each refresher session shall include:

- Review of:
  - SOP updates or changes
  - Communication protocols
- Reinforcement of:
  - Decision triggers
  - Role responsibilities
- Discussion of:
  - Recent incidents (if applicable)
  - Lessons learned

### 4. Skill Reinforcement

Refresher training shall include:

- Role-based review (e.g., entry monitoring, patrol patterns)
- Emergency response discussion
- Team coordination exercises

## III. Scenario-Based Training

### 1. Objective

To prepare team members for real-world situations through:

- Discussion
- Role-play
- Decision-making exercises

### 2. Training Method

Scenario-based sessions shall:

- Present realistic situations
- Require participants to:
  - Identify concerns
  - Decide appropriate actions
  - Communicate effectively

### 3. Example Scenarios

Training scenarios may include:

- Suspicious individual at entry
- Parent attempting unauthorized child pickup
- Medical emergency during service
- Escalating verbal confrontation
- Unattended item in hallway
  - Active threat awareness and response
  - Other scenarios as necessary

### 4. Facilitated Discussion

Each scenario shall include:

- Group discussion of:
  - What was observed
  - What actions were taken
  - What could be improved

# FIRST BAPTIST SECURITY OPERATIONS (FBSO)

## WATCH TEAM MANUAL

### Acknowledgment of Receipt & Understanding

**Document Title:** FBSO Watch Team Manual

**Effective Date:** \_\_\_\_\_

#### Acknowledgment Statement

I hereby acknowledge that I have received a copy of the **First Baptist Security Operations (FBSO) Watch Team Manual**.

I understand that this manual outlines the policies, procedures, expectations, and operational guidelines for serving as a member of the Watch Team at **First Baptist Church of Palm Coast (FBCPC)** and **First Baptist Christian Academy (FBCA)**.

I further acknowledge and agree to the following:

- I have been provided access to the Watch Team Manual and understand it is my responsibility to read it in its entirety.
- I understand the roles, responsibilities, and expectations associated with my position as a Watch Team member.
- I agree to comply with all policies, procedures, and directives outlined in the manual.
- I understand that failure to adhere to these standards may result in removal from the Watch Team.
- I acknowledge that these procedures are in place to support a safe, secure, and Christ-centered environment for all staff, students, members, and visitors.
- I understand that updates or revisions to this manual may occur, and I agree to comply with all future updates as directed.

#### Biblical Commitment

As a member of the Watch Team, I affirm my willingness to serve in alignment with Scripture:

*“Here am I. Send me!”* — Isaiah 6:8

I commit to serve faithfully, with vigilance, integrity, and a heart of protection as we safeguard those entrusted to our care

**Member Information**

**Full Name (Printed):** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Phone Number:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

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**For Office Use Only**

**Received By:** \_\_\_\_\_

**Date Received:** \_\_\_\_\_

**Position:**  Watch Team Member  Watch Team Lead  Other: \_\_\_\_\_