

Vol. 5

Management

INSURANCE BOARD

Creating Safer Places for Ministry



2010 Edition



Our Mission:

To support and protect churches and church ministries by offering superior property and casualty risk and insurance management services.

Dear Church Friends,

Our new Loss Control Manual is a complete revision. We hope it will serve you better in your efforts to protect your church. It is broken into major areas of activity, providing you with a working document we hope will become tattered with use. You may also download additional copies at: www.InsuranceBoard.org.

Loss control is a continuous process of research, experience, and education. Attention to loss prevention is also **part of your covenant** with all other participants in the program. Because the IB program is a risk pooling venture, each church has a responsibility to the group to:

- Insure to full value and pay a fair share of premium
- Maintain property and grounds to minimize damage and protect parishioners, employees and visitors
- Professionally manage church ministries and business affairs
- Inform the IB of changes that affect coverage and report claims timely.

To assist you in fulfilling your covenant within the IB family of churches, the Insurance Board keeps you informed. We continuously update our website to provide you current and useful information, and we provide newsletters, posters, checklists, seminars, and webinars in an effort to get pertinent information to you.

Each volume of our new Loss Control Manual contains: guidance for getting started with your safety and protection stewardship; technical information regarding specific areas of concern including People (Vol. 1), Property (Vol 2), Transportation (Vol 3), Youth Activities (Vol 4) and Management (Vol 5); resources to further develop your knowledge or aid your work; and checklists to help you manage the details.

Managing a church property and its many activities is no simple matter. We hope these manuals will make it easier.

Sincerely,

Carl J Kotheimer, Director, Loss Control and Claims

Getting Started with Loss Control



As a steward of your church you have responsibilities in addition to work and family life. You don't have time for theory and paperwork, so we are going to try to make this as simple and as practical as it can be. In matters of risk you have a few choices:

- **Avoid** the risk – That's not always an option. Your church is committed to certain activities, so you must find a way.
- **Transfer** the risk – Sometimes you can hire it done, or transfer risk under a written contract. You might do it in a lease. Or you can buy insurance for some things.
- **Minimize** the risk – That is, reduce the likelihood that something bad can happen.
- **Mitigate** the risk – Once something bad happens, keep the "damage" to a minimum.

The better part of your stewardship responsibility will revolve around **Minimizing** and **Mitigating**. The activities and mission of your church are a given. Insurance has been purchased for major events, but it does not cover all things. Now you must manage it through.

Whether you operate in committee or individually, the major areas of risk and likely divisions of responsibility include, at least:

- Vol. 1 — People — Injury prevention and safety training
- Vol. 2 — Property — Buildings and church property
- Vol. 3 — Transportation — Vehicle use and driver selection
- Vol. 4 — Youth Activities — Special concerns for youth centered activities
- Vol. 5 — Management — Church operations and employee management

Some of these overlap, but we created manageable pieces so you can get something done.



Church Management

To get started, you need to think about the following steps:

- **Process** -- First, how do you get things done? Do you have a process written down or a flow chart? Who is in charge? Who has direct responsibility? How are decisions made?
- **Training** -- Are special skills or knowledge required? How is training conducted? How are records kept? Do volunteers have the needed skills and training?
- **Inspection / Audit** -- How do you make sure that all is well or what needs "fixing"? Who is checking? Who shares the result?
- **Remediation & Resolution** -- How are problems fixed? Are there budgets? Who approves the fix and the expenditure? How is the fix verified? Who shares the information?

We will review these steps in each risk category. Depending on the size and complexity of your congregation, a very simple approach may apply, or something more complex. In some cases it may be as simple as one person taking the initiative and getting approval from trustees along the way. In other cases budgets and planning will be involved. Some projects will take weeks and others will take months.

PROCESS

The management requirements for churches will vary greatly according to the value of its assets, the size of the congregation, and the types of ministries conducted. Common areas of management may include the following:

- Employment – hiring, discipline/ termination, discrimination, handicap accommodation, training, OSHA, workers compensation, background checking
- Financial Management – Handling of offerings, purchasing, contracts and leases, banking, budgets, fiduciary duties



- Youth Ministry – abuse prevention training, background checking
- Parish Nursing – malpractice, health precautions, confidentiality
- Cemeteries – malpractice; security
- Food Preparation – public health standards, first aid, building codes
- Transportation -- (See Volume 3, Transportation Safety)
- Landlord, Tenants & Services – non-church tenants and activities
- Ministry Continuity & Emergency Planning – post-disaster operations

Speaking of Insurance— There may be insurance that applies, in some way, to each of the above activities. At the same time, there are risks and consequences associated with these activities that are not always addressed by insurance, such issues as “loss of reputation.” Fines, penalties for violation of statutes and codes, and deliberate acts are not covered by insurance.

Congregants may engage in extracurricular behaviors, or deliberate acts, for which they (or their parents) are liable. In cases where it is deemed not the responsibility of the church, the church may be defended by insurance, but coverage may not apply to the youth, members, employees, or volunteers who performed the act.

Depending upon the situation, the following kinds of insurance may apply: general liability, automobile liability, workers compensation, directors & officers’ liability, and various kinds of professional liability.

Employment

Employing staff increases a church’s responsibilities. Leaders need to consider establishing procedures that apply uniformly to all employees; as the number of employees and variety of jobs increase, the need to have written policies and procedures increases as well. There are a number of risks to employment that can be managed best when all employees know the rules, and the rules are consistently applied. Essential elements include the processes of:



1. **Hiring** — selection, screening, interviewing, and background checking;
2. **Progressive Discipline** — counseling, written warnings, remediation plans;
3. **Termination** — the most difficult. Legal counsel is always recommended, and the ultimate authority to terminate employment should be held at a high level.

Having employees also means complying with State and Federal labor laws and safety standards. These include the Fair Labor Standards Act, occupational health and safety acts (Federal OSHA and State counterparts) and workers compensation statutes. Failure to comply may result in fines, claim expenses, and legal costs that are not covered by insurance.

Financial Management

While “church” is typically viewed as a spiritual and social activity, the church is a business with assets (physical and monetary). Those assets must be safe-guarded as those of a business. Without its assets, the church may be unable to perform its essential ministries. Your church leaders (Trustees, Board of Directors) have “fiduciary responsibilities” to the church membership to take prudent measures on their behalf.

Neglect of fiduciary duties can result in law suits directed at individual Trustees or Directors. Chief among fiduciary duties is the management and protection of church assets which is accomplished through the creation and enforcement of specific procedures, found within published **By-Laws or procedural manual**. Items such as financial and contractual activities of the church (Sunday collections, purchasing, service contracts, leases, employment, banking, and budgets) should be addressed. A chief feature of the procedures is “separation of duties” so that no one person has the authority to conduct the business of the church without routine oversight.

Many churches, especially small congregations, have not taken this important step to segregate financial duties. The consequences can be devastating financially,



Example: The person who writes checks must be someone other than the person who receives and reconciles the bank statement against invoices and deposits.

embarrassing to the members and leaders, and crippling to the church. It is far better to deal with the challenges of establishing controls than to deal with the fall-out of not establishing them.

Youth Ministry

Youth Ministry, which can involve children of all ages, may include activities from on-site worship to foreign travel. Because the safety and welfare of minors is at stake, various precautions are required. Chief areas of concern are:

- Screening and selection of youth leaders (paid and volunteer)
- Procedures relating to supervision and contact with youth
- Selection of age and skill appropriate activities
- Parent or guardian permission, activity releases and transfer of custody

The considerations for youth ministry are quite similar to day care without the regulatory component. *Also see "Youth Activities" Volume 4.*

Parish Nursing

Parish nursing, consisting primarily of health screening, wellness, health education and referral activities, is a common part of ministry. While the activity is Good Samaritan in character, it includes professional nursing components and thus the potential for allegations of malpractice. It is essential that professional nurses understand the difference between "health counseling" and "diagnosis and treatment." Normally, understanding is assured by training in the principles of "parish



nursing” and use of strict protocols, ideally under supervision of a physician.

For example, the Parish Nurse is not a physician, home health care nurse, or therapist. These activities may trigger a professional liability exposure. The job description for a parish nurse should be careful to limit duties to health education and counseling, referral advisor, advocate, and coordinator of support groups and volunteers.

However, even though these activities fall outside the normal meaning of professional care, it is prudent to have nurses’ professional liability coverage available to defend the parish nurse and church against the unlikely claim of malpractice.

Cemeteries

For churches engaged in cemetery operations, there are professional standards for the handling of remains. Many churches have historic cemeteries on their premises, often open to the public and requiring continuous maintenance. Staff should be assigned to conduct frequent inspections to identify unstable headstones, breaches in security fencing, and defects in paved areas and grounds.

Food Preparation

The occasional pot luck dinner does not create a high expectation of professional food service. However, once you begin to prepare food on site and provide it to the public, there is an expectation of reasonable care in the storage, preparation, and distribution of food. When food service is provided regularly, the highest standards are required, and a food service permit is likely to be required.

Once there is an organized food service operation, standards and supervision are required. Because volunteer workers may be the norm, means to easily train them must be considered. For example, rules might be posted in the kitchen area in a highly visible format.



Within the kitchen there are significant hazards, especially a commercial kitchen. More people are working in a confined space with hot grills, hot water, cutting tools, and machinery. There are significant risks for cuts and burns to those working. Careful supervision and First Aid training is needed, especially when volunteers are employed. Federal OSHA places strict limits on what tasks and equipment minors may use in a commercial kitchen. While OSHA may not have jurisdiction on a volunteer kitchen, reference to the standard is a good starting point for supervision.

Transportation

See "Transportation Safety" Volume 3.

Landlord, Tenants & Services

"Covenantal" relationships are commonly referenced in the church environment, often referring to a personal or handshake agreement. This level of trust is valuable in personal relationships. But in matters of your church's assets, informal agreements may have unintended, unanticipated, and financially disastrous consequences. For individual Trustees, acceptance of such agreements may constitute a breach of fiduciary duty.

Any time church facilities are being used by organizations or persons that are not owned and/or managed by the church, leases or facility use agreements are needed. Even when one church is either borrowing or renting the facilities of another church, a lease is needed because of things that may occur while the property is in the custody of the visiting congregation which are not strictly the responsibility of the host congregation.

Common features of such agreements are: (1) terms of indemnity and (2) requirements to prove insurance coverage. Indemnity language assures that the tenant is



responsible for things that happen because of the presence of the tenant activity, and that the tenant will defend the church and make it whole for any claims. Proof of insurance demonstrates the financial means to back up the indemnification. Remember, indemnification is the first priority; insurance is second.

The same applies to the purchase of services of any kind. It is a good idea for your church to have a standard Purchase Order form which governs the terms, and includes indemnity. When services such as snow plowing or construction will be performed on the church property, the service provider needs to provide proof of workers compensation insurance. In a common situation, an employee of a roofing company is injured on your property. It is found that the small roofing company has not purchased workers compensation as required by State law. In many states, the property owner (the ultimate employer) may be responsible to pay workers compensation benefits.

In management of all contracts, legal counsel is recommended to assure full protection of, and conformity to State laws.

Ministry Continuity & Emergency Planning

When most think of disaster planning, they think of the early phases of evacuation and rescue. These early phases often are supervised by public agencies – police, fire, National Guard, FEMA, etc. The term “business continuity” or “ministry continuity”, as we call it here, pertains to: “How do we continue operations in spite of the disaster?” Churches and other non-profits are commonly the backbone of post-disaster community relief, providing food, shelter, and grief counseling. If your church plans or foresees such a role, planning in advance is required to marshal human and material resources. Nevertheless, this kind of response is optional.

It is as likely that a calamity affecting only your church will leave it unable to con-



duct essential services and activities for days, weeks, or even months. Everything from worship to the operation of a day care to scheduled weddings or other sources of essential revenue may be affected. Where your church is dependent upon a revenue stream, there is a reason to make “ministry continuity” plans. Plans may include reciprocal agreements with other churches to share facilities, or stockpiling of materials, or investing in generators or pumps. The simplest of plans may save days or weeks in achieving full recovery.

TRAINING

As outlined above, there are numerous church activities that require knowledge of business and commercial processes. While some churches and special ministries are able to hire people with professional knowledge, great reliance is placed upon volunteers who may or may not have related secular experience. Therefore, it is necessary to recognize hazards and risks, and determine whether training is needed. A simple rule of thumb applies: if the person does not have working or professional experience, training is needed. Formal training is best, especially where serious injuries can occur. When formal training is not available, then careful supervision by an experienced person is needed.

The internet provides a wealth of information when used correctly. Government agencies, non-profit agencies (e.g., American Red Cross, American Heart Association) and your national church often provide on-line training and other valuable reference materials.

INSPECTION/AUDIT

A basic principle of “quality management” is: *You can't manage what you can't measure*. A commonly used measurement tool is the inspection, or audit, of programs. Part of your fiduciary responsibility is knowledge of conditions and activities. To have knowledge of problems, you must look for them; others may be reluc-



tant to bring them to your attention. By having a record of audits and inspections, you accumulate information on which you can make decisions, and act.

To achieve all that is required, your governing board should organize into committees (sometimes committees of one), to divide the labor and accumulate expertise about your churches condition and operations.

Checklists provided in this manual are keyed to the risks identified. Certainly, they should be customized to any unique feature of your church's activities. If you cannot answer "yes" to a question, then more investigation, or correction is needed.

REMEDICATION & RESOLUTION

When you have knowledge of a problem or defect, you have an obligation to follow through and address it. Not all things can be immediately repaired; planning and budgeting may be required. Remember, to know and have record of a defect, and then ignore it, creates the proverbial "smoking gun." If you cannot fix a problem, you may have to make the tough decision to suspend an activity, or close a facility.

Churches employ people who may fall into a protected class either by age, or disability. When there are issues of employee performance, great care must be taken in counseling and discipline. Church leaders must take care to consistently and fairly address performance issues, and to document the steps taken. When you find that steps have been skipped, you must step back, consider the consequences of a false step, and sometimes start over. Patience is required. In matters of employment, a small investment in legal counsel can avoid the larger impact of a potential financial loss.

If you have audited an activity and made the investment for improvement, then it makes sense to verify that objectives were met. Sometimes the remedy is experimental. If the banking process was changed to incorporate separation of duties, did it work in practice? Was it a practical change? Did the change have the in-



tended effect? Does the governing board understand the outcome? Does the congregation know of the successes? Is the congregation now more confident in the management of their church's affairs?

YOUR OPTIONS

- **Avoid** – You can choose not to engage in certain activities that pose an undue risk because they cannot be insured, or are too difficult to manage.
- **Transfer** – You can transfer risk by having the correct insurance, and effectively using “contractual risk transfer” to have others assume responsibility. Look to leases, releases, facility use agreements, and contracted services. Get legal counsel to assure that you have strong agreements to protect your church.
- **Minimize** – You will reduce the probability of loss by having good processes, and good supervision. When a process becomes unworkable it will be ignored or circumvented; then the prospect of loss increases.
- **Mitigate** – Especially when your church provides essential services to the congregation or to your community, planning for disasters and utility interruptions permits a quicker return to full service.

CHECKLISTS

The checklists that follow are geared to the material in this publication: Employment, Financial Management, Youth Ministry, Parish Nursing, Cemeteries, Food Preparation, Landlord, Tenants & Services, and Ministry Continuity & Emergency Planning.



Checklist:

The checklists that follow are formatted so that "y" is "okay" and "n" is "not satisfactory."

<i>Employment</i>	Y	N	N/A
PROCESS & MANAGEMENT			
Application: Has the application been reviewed to assure it contains no discriminatory questions (race, religion, national origin, age, marital status, maiden name, number and age of dependents, child care arrangements, disabilities, height and weight, organizational affiliations, military history, lowest salary, arrest history)? Some related questions may be permissible.			
Has the application form been reviewed by legal counsel?			
Interview: Are all applicants (employee AND volunteer) interviewed?			
Are interview questions limited to applicant ability to perform the job?			
Background checks and screening: Has legal counsel been obtained regarding required background checking for certain employment?			
Has the identity of the applicant been verified?			
Has prior employment and education been verified?			
Have references been checked?			
Have criminal and driving records been checked?			
Are the results of checks maintained in employment files? Are the results of checks maintained as prescribed by law or advice of legal counsel?			
Has the applicant been asked whether legally entitled to work in the U.S.?			
Are criminal convictions a basis for denial of employment on case-by-case basis only with advice of legal counsel?			
Supervision: Are reporting relationships clear for each employee?			
Is there a written policy of progressive discipline?			
Is there a written policy regarding sexual harassment, including standards of ethical relationships?			
Do employees have an independent means to report oppressive, predatory, or discriminatory behaviors by peers or supervisors?			
Is there a written policy prohibiting discrimination/harassment against a protected class? (even though the entity may be legally exempt from Federal statutes [Title VII, Civil Rights act of 1964])			
Termination: Is authority to terminate limited to a senior person? Note: See Recommended Termination Conduct Checklist			
Is legal counsel retained for pre-termination consultation?			
Are there written guidelines for the termination interview?			
Is the termination interview documented in writing?			
TRAINING			
Is basic training in Labor Law and Workers Compensation Law provided, especially for persons who must manage employment on a part time basis?			
Is there periodic training of employees regarding discrimination and sexual harassment including means of reporting in confidence?			



<i>Employment</i>	Y	N	N/A
INSPECTION			
Does the governing board (human resources committee or audit committee) periodically review employment processes and policies?			
Does the board audit security of employment files and compliance with background checking and training policies?			
REMEDATION & RESOLUTION			
Where individual performance improvement is needed, is there an action plan? Are expectations clear and quantifiable to the employee?			
Are complaints handled to conclusion, especially any involving oppressive environment, discrimination, or sexual harassment?			
Are procedures/policies changed/clarified to reflect experience and comply with statutes?			
Is the governing board informed of important, or controversial, employment activities?			

Termination Interview Conduct
<p>Termination of employment is as difficult for the employer as the employee. It is advisable that a termination interview be well planned to assure it is orderly and not personal. The following suggestions apply so that a "routine" termination does not become grounds for claims of wrongful termination:</p> <ul style="list-style-type: none"> • Be certain that policy has been followed, including progressive discipline. • Hold a termination meeting with at least two people in attendance. The second person may assist with unfavorable or emotional reactions including violence. • Provide a concise reason for the termination. • Do not get personal and do not insult the person. • Provide written materials during the meeting, e.g. record of progressive discipline. • Anticipate unfavorable reactions and plan accordingly. • Create a checklist for property to be returned: equipment, records, keys, credit cards. • Document the meeting in writing, providing details about the conversation and reactions. • Inform co-workers of the termination verbally or in writing. Do not defame the terminated employee.



Checklist:

The checklists that follow are formatted so that "y" is "okay" and "n" is "not satisfactory."

<i>Financial Management</i>	Y	N	N/A
PROCESS & MANAGEMENT			
Are church by-laws published and up to date?			
Do by-laws contain rules for the following: <ul style="list-style-type: none"> • Purchase and conveyance of property? • Approval of and signature to contracts? • Signature authority on checks? • "Bonding" of those who handle church funds (crime insurance)? • Annual audit by certified public accountant? • Specification of the church fiscal year? • Provision for indemnification of officers? 			
Are written procedures published for the following financial transactions?			
• Handling of cash collections & deposits (including team counting, recording and deposits)			
• Donor checks immediately stamped "for deposit only" into the church's account			
• Immediate deposit of cash & checks			
• Defining purchasing authority			
• Use of a "purchase order" system			
• Use of church credit cards			
• Credit card purchases accounted for in "purchase order" system			
• Separating authority to "write/sign checks" and "receive and reconcile bank statements"			
• Annual review of check signing authority			
• Multiple check signers for large purchases			
• Security of signature stamps, if used			
• Reconciliation of bank statements against invoices			
• Required vacation by accounting staff			
• Recording sales transactions for sales operations			
• Annual inventory of valuable property			
• Division of duties to prevent manipulation of accounts			
• Notice to Board of discrepancies			
• Security of records and access to buildings			
• Authority/responsibility to renew insurance policies			
TRAINING			
Do staff and volunteers receive instruction regarding authority levels and required processes and sign off? (all of the above items that apply)			
Are there clear instructions on distribution of mail, especially invoices, bank statements, and legal notices?			



<i>Financial Management</i>	Y	N	N/A
INSPECTION			
Are financial reports routinely provided to the Board?			
Has an annual internal audit of financial records/transactions been conducted by a person(s) not involved in the processes?			
Has an annual audit been conducted by an external CPA?			
REMEDATION & RESOLUTION			
Is the Board advised of discrepancies found at audit or inventory?			
Have police been informed if a theft has occurred? (required by insurance policies to effect any available coverage.)			
Does the Board direct and document changes to procedures as necessary?			
Are disciplinary steps taken when procedures are not followed? (see Employment)			
Is the Board informed of the final outcomes involving changes in process and employment matters?			
Is the congregation informed by the Board of identified problems and their resolution?			



Checklist:

The checklists that follow are formatted so that "y" is "okay" and "n" is "not satisfactory."

<i>Youth Ministry</i>	Y	N	N/A
PROCESS & MANAGEMENT			
Has the Board or congregation consented to establish policies and procedures related to youth centered activities and prevention of sexual misconduct?			
At the church level, are individual assignments for management of youth related programs clearly defined?			
Are specific duties clearly defined to include recordkeeping, reporting, training, and other required elements?			
Are there written procedures defining requirements for selection and screening of employees and volunteers who work with youth?			
Are there written procedures covering the following areas?			
• Supervision of activities, e.g., child/caregiver ratios			
• Requirements of teachers, caregivers, and volunteers			
• Parental approval of programs and activities			
• Facility safety including key control, furnishings, running, etc.			
• Child protection procedures including toileting, child pick-up authority, etc.			
Has sexual misconduct been defined by the church?			
Has church policy been reconciled with related statutes regarding issues of hiring, screening, reporting, confidentiality, dismissal, etc.?			
Are procedures applicable to both paid employees and volunteers?			
Are parent/guardian permission, activity releases, and transfer of custody forms in use?			
Are controls in place to assure "age appropriate" activities and use of appropriate safety equipment (e.g., camping, swimming, boating, horseback riding, rock climbing)?			
Has legal counsel been obtained in regard to procedures?			
TRAINING			
Has there been training in the prevention of sexual misconduct provided to full and part time employees as well as volunteers?			
Have employees and volunteers been trained regarding state requirements for reporting of "suspected abuse" of minors?			
Are teachers and caregivers First Aid and CPR/AED trained? And records kept?			
INSPECTION			
Does the church require background checks for employees and volunteers leading youth-centered activities?			
Does the Board (by committee or appointment) conduct an audit of Youth Ministry administrative activities to assure consistent compliance with church policies?			
REMEDATION & RESOLUTION			
Also see Employment			
Are employees and volunteers aware of policies and methods of reporting policy violations or "suspected abuse"?			
Are disciplinary steps taken as needed when procedures are not followed?			
Is the congregation informed by the Board of identified problems and their resolution?			



<i>Parish Nursing</i>	Y	N	N/A
PROCESS & MANAGEMENT			
Has the scope of parish nurse duties been carefully defined to exclude medical diagnosis, treatment, or therapy?			
Are records of individual contacts maintained detailing the nature of counseling, training, and referral provided?			
Are procedures in place to assure confidentiality of individual information regarding health conditions and diagnosis? (HIPAA)			
Have insurance policies been reviewed for understanding of liability coverage available to health care professionals and coverage limitations?			
Have state statutes been reviewed for understanding of any requirements for health care professionals to report suspected abuse?			
Does the church understand the benefit entitlement status of volunteer workers under the applicable State workers compensation statute?			
Are appropriate vaccinations provided to parish nurses, whether volunteer or paid?			
Are standards/permissions established for announcing individual health conditions to other parishioners?			
TRAINING			
Has staff received OSHA blood borne pathogen training?			
Has staff received First Aid and CPR/AED training?			
Has staff received training in HIPAA privacy requirements?			
INSPECTION			
Are training records maintained and audited?			
Are counseling facilities inspected for handicap access, privacy, cleanliness, and security of records?			
Are programs and protocols reviewed by the Board to assure parish nursing is operating within intended professional scope?			
REMEDATION & RESOLUTION			
Where violations of policy are found, are progressive discipline steps taken?			
Is the Board advised of discrepancies found at inspection?			
Are refined procedures published and staff trained as program changes are made?			
Is the congregation informed by the Board of identified problems and their resolution?			



Checklist:

The checklists that follow are formatted so that "y" is "okay" and "n" is "not satisfactory."

<i>Food Preparation</i>	Y	N	N/A
PROCESS & MANAGEMENT			
In design and organization of the kitchen, has the intended scope of service been considered from incidental heating and serving to large scale preparation and serving?			
Have appropriate licenses been obtained and inspections done?			
In selection of kitchen staff, especially youth, have State laws been consulted regarding use of cutting instruments?			
Is youthful staff given age appropriate duties?			
Have procedures been published for the following?			
<ul style="list-style-type: none"> Personal hygiene and dress, smoking, illness, wounds, and infections 			
<ul style="list-style-type: none"> Storage, thawing, freezing, re-heating, and re-use of food 			
<ul style="list-style-type: none"> Temperature standards for freezing, storage, cooking, and reheating of food 			
<ul style="list-style-type: none"> Sanitation of equipment, utensils, walls, floors, and drains 			
Have the following fire protection precautions been taken?			
<ul style="list-style-type: none"> Ventilation equipped with grease filters or extractors 			
<ul style="list-style-type: none"> Regular cleaning of grease traps and trays 			
<ul style="list-style-type: none"> UL300 fire suppression systems installed as required by code or insurance (automatic dry chemical) 			
<ul style="list-style-type: none"> UL300 system semi-annual service and tagging (contractor and contract needed) 			
<ul style="list-style-type: none"> UL300 system linked to fuel shut-off 			
<ul style="list-style-type: none"> Ten pound portable dry chemical fire extinguisher present in the cooking area 			
<ul style="list-style-type: none"> Deep fat fryers equipped with thermostats and high limit temperature control (475F) 			
TRAINING			
Has staff been trained in personal hygiene, sanitation and precautions in food preparation and storage?			
Have supervisors received First Aid and CPR/AED training? (burns, cuts, and choking)			
Has staff received fire extinguisher training?			
INSPECTION			
Is a responsible person assigned to assure that facilities are completely cleaned and all cooking/heating appliances shut down?			
Is the facility inspected after outsiders or caterers use it?			
REMEDATION & RESOLUTION			
Is there a budget created to repair or improve kitchen facilities?			
Is the Board aware of adverse Health Department findings?			
Are procedures modified to address discrepancies?			
Is progressive disciplinary action taken if appropriate?			
Is the Board advised when all discrepancies are cleared?			



<i>Landlord, Tenants and Services</i>	Y	N	N/A
PROCESS & MANAGEMENT			
Use of Facilities: Is there a policy defining who or what organizations may use the facilities?			
Is individual authority to offer the facility and sign a contract defined by the Board?			
Are limitations defined on the use or sale of alcoholic beverages?			
Is there an attorney approved "Facility Use Agreement" on file for use?			
Does the agreement have "indemnity" language protecting the church?			
Does the agreement have insurance requirements for established businesses/organizations? (e.g., Boy Scouts, Weight Watchers)			
Are Certificates of Insurance obtained and filed with the agreement?			
Are there explicit occupancy rules regarding use of electrical equipment, permitted activities, damage repair, hours of operation, security, security expenses, and clean up?			
Is police security provided as may be required by city ordinances for events of a certain size?			
Rental of Facilities or Residences: Is there a formal lease for rental of church space or residences? (including rental for nominal consideration)			
Does the lease include "waiver of liability" for property damage, insurance requirements, and indemnity terms?			
Have credit and references been checked for residence tenants?			
For businesses (e.g., day care), does the lease require proof of workers compensation insurance for tenant employees?			
Does the lease include indemnity for injury to tenant employees?			
Has an attorney been consulted and approved agreements?			
Hiring of Services: Is a "purchase order" form used which includes "indemnity" language and insurance requirements for the vendor?			
Is the vendor required to provide proof of insurance before beginning work?			
Does the Certificate of Insurance include Workers Compensation? (In some States a certificate will be issued by the State Bureau of Workers Compensation)			
TRAINING			
Are employees, volunteers or Board members trained to understand the importance of completing contracts?			
Is limitation on authority to enter into contracts understood by staff?			
INSPECTION			
Are contract forms reviewed by legal counsel?			
Does the Board review contracts as part of a standing committee or audit process?			
REMEDATION & RESOLUTION			
Have steps been documented to correct or revise contracts found defective?			
Have disciplinary steps been taken when contracts have been signed without proper authority?			
Have By-Laws or procedures been revised to reflect needed changes?			
Have deficient contracts been renegotiated?			



Checklist:

The checklists that follow are formatted so that "y" is "okay" and "n" is "not satisfactory."

<i>Ministry Continuity & Emergency Planning</i>	Y	N	N/A
PROCESS & MANAGEMENT			
Has a risk assessment been conducted to define the following?			
• Vulnerability to risk of fire, hurricane, flood, tornado or other unique catastrophe?			
• Essential operations or ministries that will be impacted			
• Community impact of lost services			
• Inventory of critical resources and equipment			
Has an emergency plan been created covering the following?			
• Evacuation from facility including exit plan diagrams			
• Notice to fire and police departments			
• Communication to and rejoining of family members (especially minors)			
• Testing of life safety items (fire extinguishers, emergency lighting, exit markings, condition of exits)(NFPA 101: Life Safety Code)			
• Security and protection of buildings from further damage			
• Communications with media including authority to speak for the church			
• Storage of salvage property			
• Security and storage of critical documents			
• Communication with employees/staff/volunteers			
Are reciprocity agreements in effect with other churches for worship and other needs?			
Does each unique ministry have a plan for resuming its work? (day care, parish nursing, soup kitchen, food bank, etc.)			
Has a congregation communication plan been created? (telephone, website/e-mail)			
Do by-laws, in enough detail, define disposition of church assets if the church is unable to resume its activities? (Last Will & Testimony)			
Have needed stockpiles of materials been identified, quantified, budgeted, purchased, stored, and inventoried? (plywood, sand bags, water, etc.)			
Has the church invested in an Automatic External Defibrillator (AED)?			
TRAINING			
Have ushers, administrative staff, teachers and care providers been trained to the building evacuation plan?			
Are teachers, ushers and care providers trained in First Aid and CPR/AED?			
Have teachers and care providers been trained regarding the transfer of custody of minors to parents/guardians?			



<i>Ministry Continuity & Emergency Planning</i>	Y	N	N/A
INSPECTION			
Has a desk top test of the emergency plan been conducted?			
Has the Board assigned responsibility to audit emergency plans?			
Has a life safety inspection been conducted on a regular schedule and results recorded?			
Have smoke detection and alarm systems been tested, and results recorded?			
Have sprinkler systems and associated alarms been tested, and results recorded?			
REMEDICATION & RESOLUTION			
Has a budget been approved for service and repair of alarm systems, emergency lighting, exit door hardware, and fire extinguisher inspection?			
Has the Board been informed of risk assessment results and critical needs?			
Does the Board's agenda include review of audit & inspection results?			
Have plans (revisions) been communicated to the congregation and key participants?			
Has a date been set for the next risk assessment and audit cycle?			

References and Resources

Abuse Prevention

- Preventing Child Sexual Abuse Within Youth-serving Organizations: Getting Started on Policies and Procedures – Centers for Disease Control & Prevention
 - www.cdc.gov/ncipc/dvp/preventingchildabuse.htm
- Safe Church Workbench – The Insurance Board www.insuranceboard.org

Disaster Ministries

- Disciples of Christ – www.weekofcompassion.org
- UCC -- www.ucc.org/disaster
- Presbyterian Church (USA) -- www.pcusa.org/pda/

Emergency Management Agencies of the States

- <http://www.riskvue.com/rbstates.htm>

Food Service

- “Teen Worker Safety in Restaurants”, OSHA
 - www.osha.gov/SLTC/youth/restaurant/equipment_foodprep.html

HIPAA Privacy Rules

- U.S. Department of Health & Human Services
 - www.hhs.gov/ocr/privacy/index.html



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The information presented is for educational purposes to assist churches in developing an organized, comprehensive approach to loss prevention and loss control. This material is limited in scope and does not apply in every case or circumstance. It consists of general guidelines or suggestions, rather than specific advice, does not replace any legal requirements, and should not be considered as legal guidance. Because it is necessary to apply principles or concepts to specific facts, always consult professional counsel before using this material as the basis for specific action or adopting any of the guidelines or suggestions as policy.