

YOUR CHURCH: THE SOFTEST TARGET IN AMERICA



Building and Training Your Hospitality/ Security Team



Hopefully you and the leadership of your church has had an opportunity to view “Your Church: The Softest Target in America”. Watching that video is a great first step in moving your church toward becoming safer. Once church leadership is on board and your congregation is informed. The next step will be preparing your current “Front Line Teams” (Hospitality, parking lot, greeters and ushers) to become more observant and discerning. This training manual will assist to equip those teams plus build the case for a dedicated security team to work alongside those aforementioned individuals.



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Introduction

The “Your Church: The Softest Target in America” video and this training manual are tools for you to use in your journey to make your church (or house of worship) a safer place without building a wall around it. The material contained in this manual is both concise and general in nature. Our churches vary in physical size, location, layout and attendance.

It is our hope that the information provided in this guide can help you lay the groundwork for building a team of individuals whose heart and desire revolves around sharing the love of Jesus Christ to EVERYONE who walks through our doors while preparing for that worst case scenario played out all too often on the evening news.

This “training manual” is more than just a “how to” guide. A great deal of it has been cut from the manuscript of the book we were preparing of the same name as the video. At times this manual becomes a plea from our team’s heart as well as a historical and Biblical apologetic of self-defense.

I hate the fact that this video and manual needed to be created. Throughout this mission of producing these materials and working side by side in a number of churches; my team and I have been encouraged and energized by those in our care. For our pastor to send our team a note telling us how secure he feels knowing that we are watching his back while he shares God’s word vindicates all of our efforts. When that dear sweet church lady touches me on the arm and whispers “Thank you” I choke up. They may not verbalize it but **everyone** involved in your church’s life is concerned about security. This journey is not going to be an easy one but you need to persevere.

Our desire at Countermeasure Consulting and mine personally is to be a partner in assisting your fellowship become more secure. If you see gaps in our training materials; please let us know. I suspect that this training manual will be a work in progress. Please let us know about your experiences and feel free to share any insights you might have with us. We can become stronger together.

In Christ,



Bill Worth

*Christ Follower, Grandfather, Father, Husband, Brother & Friend
Managing Partner, Countermeasure Consulting Group*



Chapter 1:

Where to Start?

Assess Your People

Every pastor, staff member and leader we interviewed answered our survey that security for their church is a top concern. However, all of the interviewees had minimal knowledge of individuals within their flock who might have the capacity to serve on a security team. We asked, “Do you have any law enforcement officers who attend here?” The responses ranged from “*I don’t know*” to “*A couple, I think*” This question was followed up with, “What about individuals who have concealed carry permits?” We pretty much got the same response. A woeful (not willful) ignorance of an incredibly important set of questions concerning protecting their parishioners from potential threats.

Most churches already have, what we’ll call hospitality teams. So, how can churches like yours begin to identify potential members for a security team? It’s a tougher question than it may first appear. Hopefully, each church has someone in their congregation who can tackle the issue of building of a security team. Is there someone in your church who is always asking “*What have we done to address security during the church service?*” “*Are our kids safe?*” “*What if...?*” That person may be a good place to start.

Host an “Active Shooter” Training Event

In light of all the active shooter events that continue to occur across the country, your church could host an Active Shooter training event. It’s a hot

and timely topic that will ignite a great deal of interest from the community interested in protecting their own lives and the lives of loved ones. Invite other area churches, encourage your members to bring their friends and neighbors, and advertise it to the community.

This event can consist of a Live Training Presentation by Counter Measure Consulting Associate or your church could show the Church Safety Training video, *Your Church the Softest Target in America* to your entire congregation and invite the community. This event can be a “side door” event where your church provides an important service. Active Shooter and Terrorist attacks are on the top of everyone’s minds these days. This training can be advertised as providing information crucial to surviving an Active Shooter Event at your **workplace**, at **church**, the **mall** or at the **movies**. It may also have the positive side effect of leading some otherwise disinterested in “church” stuff to your community of believers.

Here are some open-ended questions which may assist your leadership team in their discussions with your members and others in the audience before and after the presentation of the “Soft Target” video.

- *“What would you do if you heard a gunshot just outside this room?”*
- *“What would you do if someone stood up right next to you and started shooting?”*
- *“Do you know where are all the exits out of this auditorium?”*
- *“What can I use right now to defend myself in an attack?”*
- *“Where should I go when I get outside?”*

Let your audience know that the Church Safety Training video is around 30 minutes in length and that after the video you’d like to do two things. The first is to answer as many questions and possible with the understanding that you may not have all the answers right now. Ask the audience, which may be entirely your congregation to be patient as your church takes the steps necessary to begin to increase the security of the church; with the understanding it may take some time. Secondly ask those who are interested and concerned about the state of security at your church to remain after the event. At that time; you can collect their information which is necessary to begin the journey of building a security team.

Before opening the floor for questions, we suggest that you've read the entire manual to familiarize yourself with the process of how to build a security team, train the team and bring the congregation along. If there are questions that you don't know, rest assured we do. We have a Frequently Asked Questions section on the Countermeasure website. If the answer for your question has not been addressed in this list, send it to us at questions@countermeasureconsulting.com, we'll reply to you directly and add your question to our FAQ section so those who attended your program can visit our website to view the answer. It is impossible for us to anticipate every question or situation that someone may envision. That's why we've set up this Q&A section. We truly want to be accessible as a resource to you and your church. One side note; our experts are available to work directly with your church (or business) to address any concerns related to the prevention and mitigation of an Active Assailant/Shooter Event; please contact us through our web site.

At the very end of the program, invite those who are interested in learning more about church security to come over to the information table. This table could have an information request form for them to fill out. You can capture their contact information, their church affiliation (if any) and what their interests are in regard to security. [See Appendix A, for Sample Information Sheet] From this list you can begin to identify potential prospects, have some in-depth conversations to discover their backgrounds and begin the formal interview process for your team. This *Active Shooter Event* will allow you to start the process of finding those mature and like-minded individuals who may become the core members of your security team.

Have Patience

This process of developing a security team may be very slow in the beginning. You may have a hard time finding individuals who are interested in this security ministry. Don't worry. The goals to this community training session are three-fold. The big picture objective is to for your church to **share some vital information to the community** at large. The second aim is to let your congregation know that **their safety and the protection of their children is being addressed** through this training and by the formation of a security team. The final purpose, perhaps the most crucial, is in **finding the right people** willing to sacrifice their time and serve their church as part of a se-

curity team. The next step is to take those interested and discover the “right” individuals with the “right” reasons and the “right” heart to build your security team around.

It is crucial that the information, gathered with the contact form, be reviewed and processed so those interested can be contacted in a timely manner. Then you can begin the steps necessary to determine if they are potential candidates for the security team or any of the other teams focused on protecting the church.



Chapter 2

Identify the Team

One of the goals of the large church gathering, the Q&A time and the information table is to identify individuals interested in learning more about the challenges and security of their church home. From that data more than a few folks hopefully have expressed an interest to learn more. Let's start with them.

Evaluate: By reviewing the informational sheets that were filled out after the event, one can sort out potential candidates from those possible unsuited for this type of ministry. Follow up with those who asked questions and build a file with those who expressed an interest in security at your church. Do you, the staff or leadership know this person? Are they regular attenders? If this person is "known" and is a positive part of the church community, then it is easier for you to take the next step and contact them. If the answers to the questions posed are negative, or you feel they lack the maturity or ability to serve, then just send them a note or email thanking them for their kind offer. If the respondents are not yet "known" by staff members, this may be an opportunity to start building a relationship with them and find a place of service for them. And, not coincidentally, enhancing their Faith and relationship with God.

Contact: If the inquiry was a positive one, send a letter or an email thanking them for attending the Active Shooter Event and ask them if they might be interesting in learning more about what your church is planning regarding security. If you decide that there were some contacts that did not meet the

“comfort” criterion just send an email thanking them for attending the event and for their interest in keeping the church safe.

Personal Interview: For those who show interest, and pass the initial screening process, you’ll need to set up a personal interview. This personal interview, like an employment interview, is crucial. We suggest that two individuals from the leadership/security team conduct the interview. Prior to the interview, ask the prospect to fill out a questionnaire expressing their motivations and ensure they return it well before the interview.

Name, Address, Email, Telephone Number

Place of employment (if any) & their responsibilities there

Family members – names & ages of children

Involvement at church

Answer this question: Why are you interested in the topic of church security? Would you consider being part of a security team at church? Why?

During the interview stage the interviewer needs to ask open-ended questions:

“Why do you want to be involved in a team like this?”

“Tell me what you expect being on this team will be like?”

“Why would you be willing to move toward the sound of a gunshot?”

“What are your thoughts about using force to stop a violent assailant?”

“Would you be able to use whatever force necessary to stop a violent assailant?”

“Why do you think you could?”

“What are some qualities that would make you a good security team member?”

“What experience have you had that would be beneficial to the team?”

Here are some bullet points to consider during the interview process:

- Anyone TOO anxious to join needs to be carefully scrutinized. It’s possible that they are truly concerned about the safety of their family

- (we all are) and are willing to take whatever steps necessary to protect them. Or they may have delusions of grandeur or issues that may disqualify them from consideration.
- Potential team members must be connected to and have been personally involved in the church for a while, NO new converts or new members. These individuals must be “known” in the church and by the church. There is definitely a comfort level that must be maintained at all times regarding team members.
 - Must have an upright reputation for virtue and even temperament. Immoral or improper behavior outside of church must disqualify an individual to be part of this team. If you ignore this point, you will be putting the integrity of this team and your church in jeopardy.
 - Current or former law enforcement officers are a plus so long as they are willing to be open-minded regarding a faith based organization’s operational plan that is different than their work in the public sector. The core attendees of a ministry or church must be considered in a different light and attitude than a law enforcement officer’s normal day to day interactions with the public.
 - Current or former military can also be a positive addition to the team. See notes above regarding law enforcement.
 - Deep background checks are required for those interested in participating in the security team and in any capacity dealing with children. The church must perform more than just a cursory background check. Wait to run it until you feel that an individual may be a good fit. State, federal and local databases must be contacted and individual references checked. As the process progresses the prospect must provide several personal references and the church MUST contact them to get a deeper understanding of the individual’s good temperament and peace. Individuals with anger management or mental health issues that would preclude them from such service have to be excluded.
 - Each prospect must understand that the selection process is going to be rigorous, the requirements tough, and be OK with the possibility that they are not selected. In no way is non-selection a slight or dispar-

agement of the candidate's character.

- Your church leadership must decide if there will be both armed and un-armed team members; understand that beginning with an un-armed team is a reasonable first step. Please don't draw any "battle lines" this early in the process.
- Legal Concealed Carry license holders could be a key part of the team if your church decides to allow members of the security team to be armed. These individuals must be licensed by the state to carry a concealed firearm and have a great desire to protect their own lives and the lives of others. However, some states require very little in the way of CCW/CCL training in order to receive a permit to carry concealed. This manual will outline and specify the additional requirements necessary for an armed team to carry a concealed firearm.

Background Checks & Screening

Due to time and financial constraints many faith based organizations ignore or skip proper procedures when it comes to adding volunteers to their ministry teams. We get it; it's hard to find enough volunteers but don't be tempted to rush into accepting those volunteers. "But I've known their family for years" too bad; do the background check anyway. A dark past can be easily hidden; please don't take the risk. Here's a company that has received high marks from many organization and security professionals:

www.protectmyministry.com

Protect My Ministry has a complete package of screening products including background checks. Follow their suggestions for screening procedures and allow them to run their national background check service for your organization. Follow the steps they've laid out and **REVIEW ALL REFERENCES**. Talk to the references your volunteers give on their application. Ask a lot of questions about the applicant; ask if they know other individuals who might know the applicant. You won't regret the extra time spent vetting these crucial volunteers and staff.



Chapter 3:

Selecting Applicants for the Security Team

Selecting the right individuals for this team is going to be rigorous and tough. If the person meets the entire criterion, passes the background check, and “feels” like a good choice: only then move forward. If not, you’ll have to advise the individual that at this time you’re building the leadership team and once that team is in place, we’ll look to add more members. Everyone needs to understand that starting small is OK. If your church can build a core group of individuals to start constructing a security team, you’re in a good spot. Additional team members can be added as the team begins to take shape.

We pray that the security team selection process has unearthed some key members sold out to the concept of protecting the church and its congregation from the ravages of an active assailant. Let’s take these individuals and begin the activities required to prepare them to understand the key concepts surrounding preparing for and responding to an active assailant event.

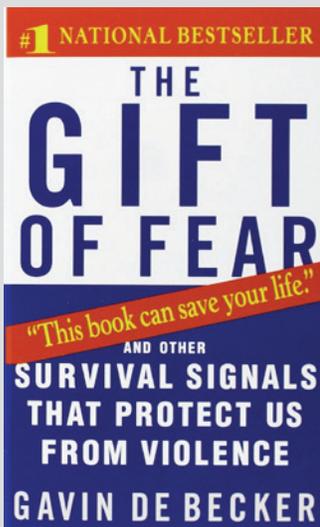
The goal of this section is for each security team member to understand the big picture, focus on incident prevention and learning what to do when an emergency happens. This preparation to become a security team member is not just about responding to a violent incident. It’s working toward building an outward looking network that might identify a potential threat as early as possible with a view toward preventing or mitigating an incident.

The basis for security team preparation to protect the church and its con-

gregation is going to be based in hospitality. Hospitality? That's right hospitality. According to the dictionary, hospitality is the friendly and generous reception and entertainment of guests, visitors or strangers. Isn't hospitality a key mission of the church? Of course it is. Jesus teaches us to "...Love our neighbors as yourself." Luke 10:27b "For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in..." Matthew 25:35

For many of us hospitality is not easy; in fact, it can often place us outside our comfort zone. Most of us excel at being neighborly to our neighbors, but are sometimes uneasy with strangers. Why is that? The obvious reason is that our neighbors are most likely a lot like us. We move into a particular neighborhood because of the schools, or because we can walk to the train station or because it's away from the noise and congestion of town. Most of the individuals living in our neighborhoods have made their decisions based on the same criteria; in that sense they are a lot like us. The same is basically true with our churches. We tend to go to a church where we "feel" comfortable, where people are "like" us. But according to the definition of hospitality, we also need to be welcoming to visitors and strangers. Yikes!

The church is much like our home. Everyone who comes to visit, sell a Girl Scout cookie, ask about your cable service, hand you a tract, ask for a handout or deliver a U.P.S. package comes to our front door. Are we always welcoming? Probably not. Several Sundays ago my pastor compared the foyer of our home to the first impression people make when they enter our churches. Our foyers tend to be very welcoming with personal items displayed prominently, a nice rug on the floor or nice ceramic tile or marble. We have a nice chandelier that warmly lights up the entry and brightens the whole area. Over the years I've visited dozens of churches and seen the whole gambit from very welcoming to cold "foyers". What's a church's "foyer"? It's the people. We should all be proud to say that our homes are one of those special places to visit where you can't make it to your seat without being greeted several times. A smile, a word of encouragement and a firm handshake means the world to that stranger who comes knocking at your door.



Valuable Resource

Before we take a look at their new responsibilities, we need to discuss a great book that is a well-respected resource for those of us in the security business; **The Gift of Fear** by Gavin De Becker.

This is one book that many of us have used in our personal protection firearms classes and recommended as a must read. The key take-away from this book is that our brain has a sensory network that extends beyond our conscious perception. For instance; have you ever been walking down the street and all of a sudden a chill comes over your body and the hair on the back of your neck stands up? Sure you have; we all have. What's our usual response to such a mysterious physical reaction? Most of us ignore it and go on our way. Fortunately, in most of our lives, nothing negative has ever occurred after such an event. But after reading De Becker's book one will become much more aware of the surroundings, the feedback one's body provides and avenues of escape. We ought to always be aware of the signals our body sends us; it may save our life. Too many crime victims have reported experiencing this "gut feeling" or "sixth sense" that something was awry, but ignored it out of complacency or fear of insulting another because of differing demographics or degree of poverty. These "gut feelings" are the basis to what follows in our training program and we must not ignore them. Let's discuss the key security concepts for each of the hospitality teams and see their relation to identifying security risks. Remember that each of the teams still has their previous responsibilities and duties as well as the new one detailed below. Understand that the Security Team will attend and interact in ALL of the Hospitality Team training plus their own.

Hospitality Team VS. Security Team

So what does this have to do with keeping our church safe from those individuals bent on doing us harm? Everything! Most churches spent a lot of time and effort in preparing and training their “foyer” team to be warm and welcoming. Some churches have designated these men and women as their Hospitality/First Impressions Team; an appropriate name that describes their mission. The Parking/Traffic team, Greeters and Ushers are all part of this Hospitality Team. Each member of this hospitality team has a key role in church security whether they realize it or not.

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We’ll elaborate on each of their roles in a bit. As we move forward to develop an actual Security Team, we propose to place that security team under the umbrella of hospitality for a multitude of reasons. It’s a perfect fit. It’s very likely that the Hospitality team of Parking/Traffic, Greeters and Ushers already has some sort of leadership structure. The Security Director and the Hospitality leadership can work together to develop a coherent structure for training and coordination. The existing hospitality team will continue with their current responsibilities *plus* receive some situational and interactional training which we’ll detail below. The new security team members will receive this same training plus additional active security instruction.

Once potential security team members have been identified and interviewed we suggest that both the current Hospitality Team and the new Security Team members come together for an informational meeting. The object of this meeting is two-fold. The first goal is to introduce the concept of rolling the new security associates into the Hospitality Team. The leadership must have a firm grasp of the concept of building an inclusive hospitality/security team at their church and be able to communicate the additional expectations for their new roles. The case may need to be made of how crucially important this new combination team is going to be for the safety of every church

attender. The second objective revolves around everyone sitting down and viewing the “Soft Target” video. Every person should be able to identify their role as the video details the importance of identifying threats, reacting to the threat, evaluating options for action and surviving the threat. The Hospitality Team is the first line of defense when it comes to identification and prevention of a potential incident. Your Hospitality Team is a visitor’s first point of contact and is the gatekeepers to those seeking access to your church.

Parking Lot/Traffic crew:

You are the point of first contact, stay focused, and don’t get too distracted by friendly conversation. It is okay to excuse yourself politely, pay attention to anything out of the ordinary. Look people in the eye, greet them warmly and pay attention to a negative or lack of response and be aware of anything that seems out of place. Be especially observant of single individuals, usually males, who meet the criteria listed below. Study and understand *The Gift of Fear* concept about “sensing something is wrong” or out of place. Look for individuals dressed inappropriately to the weather (long trench coat and watch cap in July). Is that person carrying a satchel or backpack that seems strange or out of place? Approach anyone that has piqued your interest with kindness and engage in conversation. Be sure to ask open-ended questions when possible while performing what’s called a “field interview”. Yes, we are profiling those who are approaching our church. Please note that we are not profiling to keep those seeking God, looking for help or a church home out of our church. This “field interview” is a useful tool to identify genuine seekers from someone who’s deranged or otherwise bent on doing harm. If the individual is looking for what your church has to offer, help them find their way and offer assistance to them. If the individual is incoherent, unruly, unresponsive, apprehensive, or threatening in any way, one must begin to look for assistance from one of your teammates. Begin to steer that individual away from the entry and find a spot to continue the conversation. Remember to show compassion and loving kindness, pray for them and offer to get them help. Make sure that other team members are aware of situation and if necessary get a security team member involved. Every field contact will be unique and role-playing these tough situations beforehand with your team will help. Don’t hesitate to call 911 when you find yourself in a situation that you no

longer are able to control. For additional training ask the pastoral staff for help and suggestions on how to minister to difficult individuals. Always be kind, loving, firm, and strong. Remember Christ's example of inclusion and your duty to provide that first line of defense.

Sample Field Interview questions: (try to be natural and conversational)

Good morning! Great to see you today! (No response is a Red Flag)

I don't think we've ever met. My name is Tom Smith, what's yours?

Is this your first time visiting here; you're a new face to me.

Where can I direct you to today?

Are you new to the area? Where are you from originally?

What brings you here today?

How did you find out about our church or temple?

You should be able to figure out pretty quickly if this individual is a threat or a genuine visitor. Keep your head on a swivel, keep eye contact with your other team members and be ready to support them if a situation escalates. In order not to escalate a potentially violent confrontation we suggest that your team agree on a code word or action for calling 911. Our security team uses the physical action of "patting our head twice" as the signal for calling 911. Another security or hospitality team member **MUST** call 911 immediately. They can explain to the 911 operator that one of the security team members has requested a 911 call and you (the caller) doesn't know the extent of the emergency but please send help immediately. Our dedicated Security Team wears an orange lanyard, around their neck, attached to their nametag rather than the lime green one worn by the other church volunteers. This orange lanyard is the only designation that the wearer is a member of the security team. Our goal is to provide "unseen" security and not identify ourselves as security to any potential threat. The orange lanyard will also help to identify our security team to the police when they arrive on scene. Someone will meet the police at the main entry, advise them of our security team and the location of the threat.

Greeters:

Wherever you are located; the front door, the welcome center or the doors leading into the sanctuary you must also pay attention the same traits as the parking/traffic crew. We won't review all of them here but please make certain you look everyone in the eye. When you extend a greeting to someone you don't know or recognize, do they respond? Evaluate their handshake or lack of a response to shake your hand. Do you get a weird feeling? Understand that if someone doesn't look you in the eye there may be something going on. Follow them with your gaze after they walk by, what does your gut tell you? Do not hesitate to excuse yourself to alert security if necessary. Remember that it is better to err on the side of caution than to let a wolf terrorize the flock.

Ushers:

An observant and interactive Usher team is crucial for the security of the flock in the worship area. As with the Greeters please review the warning signs and procedures spelled out in the Parking Crew discussion. While greeting each person attending the service, handing out programs, assisting with seating, walking the aisle to collect the offering and counting for attendance – be alert. Pay close attention to anything inappropriate; someone avoiding you, not making eye contact, wearing out of season cover garments, or moving to a position of possible assault. As ushers you have the unique ability to walk up and down the aisles under the guise of looking for open seats, keep an eye on anyone (especially single individuals who seem out of place) who appears suspicious. Immediately alert security of your concern. An additional responsibility for the ushers will be to assist people to exit the building in the event of an emergency. Two ushers need to head to the exit to open and hold both doors while others must direct the congregation to those exits. Whatever the emergency there will be confusion and panic. We all must be aware of the elderly, the disabled and children to help them during this confusing and dangerous event.

Security Team

Due to the depth of the preparation required for the dedicated Security Team, both armed and un-armed, the entire next chapter will dig into the multitude of responsibilities and duties. Here are a few key points that relate to the interactive mission of the Security, Parking Lot, Greeter and Usher teams. Someone from the Security Team needs to physically check all exit and emergency exit doors prior to the service to make sure they all operate and are secured so no one from the outside can enter, but free to operate from the inside at all times. In the past, attackers have chained exit doors to trap victims in during attacks. This team needs to foster and build a positive relationship with the other teams. The Security Team must be mobile and not tied into any administrative duties before or during the church services. Security team members must keep in close contact with the parking crew, greeters and ushers. Someone from the Security Team should be tasked with going outside and checking in with the Parking Team and the Children's Church ministry team before each service. Everyone in a leadership position needs to be aware of who is on duty from the Security Team that day. The Security Team members must also be supportive and an encouragement to each of the Hospitality Team members in order to foster a genuine rapport and single mindedness regarding the security of our church.

The distribution and size of the Security Team required for any given day will depend on the size of your church, its physical layout and other factors we'll discuss in the next chapter. One of the key areas to patrol is the foyer/ lobby between the front entry and the sanctuary. It's a great place to mingle and watch people. Don't leave the foyer once the service starts because it's vital to watch and evaluate late arrivers and really pay attention to very late arrivers.

The entire Hospitality Team must always be mindful and excel at their responsibilities every day. Understand that for many reasons outside of our control – this is NOT our church of 20 years ago. Unfortunately, we're living in an age where evil is actively targeting our churches, our church leaders and our children. Preparation and planning is crucial to preventing and surviving a violent attack.



Chapter 4:

Security Team Training Session

(The Hospitality Teams will benefit from this section as well)

OBSERVE – INTERACT – INTERVENE

OBSERVE:

We must be observant — review security stations, responsibilities and duties. Look natural; have a coffee cup or water bottle in your hand, glance at church bulletin or literature; don't stand and stare at people; be friendly, greet people -just be another friendly face. DON'T get caught up into deep conversations with your friends or others. My churches foyer security station is near center column so we can observe down the children's aisle and the front entry. Try to find the spot or spots where your team members can observe anyone heading toward the children's area. During a worship service try have as many security team members on duty as possible (we usually have two); one must remain in foyer during each service for at least 30 minutes after it begins. If someone can stay the whole time all the better. Introduce yourself to the children's church staff and their check-in attendants; to make certain they know who to contact for a question or concern. The security team has a unique responsibility and calling. We are never "off duty". Even on the times

when your team is not handling a specific coverage time please ask them to always wear their orange lanyards. If an emergency occurs, being able to identify members of the security team is crucial. As a side note, our pastoral staff finds comfort in looking out into the auditorium and seeing several orange identified security team members.

INTERACT:

When you observe and/or “feel” something about someone that makes you feel uncomfortable or piques your interest.

- Move to stand directly in front of individual; so we need to position ourselves in a way that it doesn't appear that we're actually “intercepting” someone when we move to interact with them. Does he avoid you?
- Greet them
 - Good morning sir/ma'am
 - Welcome to _____
 - It's great to see you this morning
 - You're a new face to me – my name is _____ what's yours?
 - Are you here by yourself this morning?
 - What brings you here this morning?
 - May I get you a cup of coffee?
- Extend your hand
 - Expect a handshake in return; no handshake is unusual
- Try to make eye contact
 - No eye contact raises a red flag
- Touch them on the arm
 - Is everything alright?
- What now? No response, no interaction, all actions rebuffed, maybe even a negative response.

INTERVENE:

In one way or another, you must take action.

- CALL 911 – what is your signal to call 911? Ours is two pats on top of head. Don't hesitate... you don't need permission to call 911.
- Alert another team member if possible. We need to be watching out for each other; flag another team member over to “introduce” them to visitor. Introduce yourselves as security to the greeters, parking lot crew and ushers. We need them as support and many of them still don't know who we are. We're going to have to be pro-active in that regard. Share our “Call 911” signal to the Hospitality teams; we must make eye contact
- What is our response going to be if we SEE someone with a “supposedly” concealed handgun? This is not someone displaying a firearm or weapon.
 - If you or another team member knows the person politely ask to speak to them privately
 - Tell them you saw their gun and advise them that seeing their firearm is very disconcerting
 - The result of that conversation will determine if you call 911
 - If someone who you do not know is on your radar screen and you see a gun even holstered; call 911 immediately, keep an eye on them, alert other team members

Non-Incident Analysis and After Action Report

Here is the body of an email I sent out to the Security Team members at our church after a non-incident that reinforced some of our training tactics and spotlighted a couple of short comings.

 Hey everyone,

Last Sunday at the 11 am service John B. and I were involved in a “non-event”.

It was around 11:15 (maybe a little later) Josh had just started his

message. The greeters had all gone into the service and John B. had just come in from his outside position. John and I were standing/talking at one of the high boy tables just inside the main foyer area when a young man (20-ish) walked in through the main doors; black shirt, pants & boots but had this “look” about him.

We took notice and watched. Hindsight -- I wish we would have been in position to greet him without having to come all the way across the foyer so we just watched. He went directly into the men’s washroom. When he came out he looked around and went into the service. (Later after I talked to one of the ushers who held door open and greeted him said that he just mumbled something as he entered the worship center.)

I followed him into the service, he sat in the last row of the left section and at the end of one of the main aisle. I sat against the back wall. I saw that two of the ushers were paying attention to him too. He moved his chair around a bit and sat there. My heart was racing. After about 5 minutes or so he stood up (now what?), he walked out of the service and went back to the washroom. John was on alert in the foyer. I exited the service and stood by the high table where we keep the box of guest cards and pens, across from the washroom pretending I was filling one out. Now I’m really on edge; what if he comes out of the washroom with a weapon???

He left the washroom, turned left and exited the building; John followed and in a bit I followed John out. John kept him in sight while heading to his own vehicle not to be too obvious. John said the guy moved to his motorcycle, stood there for a while then left. Very strange.....

Here are some take-aways:

- John and I will be on the look-out for him so we can interact with him if he returns
- We need to ALWAYS be aware of what’s going on around us; vigilance is key
- We need to watch each other’s back and be able to communicate non-verbally; John did a great job of that. I felt very comfortable as we did our “dance” to move smoothly and effectively not to raise suspicion.
- We need to position ourselves better (or react faster) so we can interact

with those who come in late and pique our interest

- John and I were ready to act if the situation turned violent
- We also need to get the security cameras installed (on the agenda) so we could have gotten a picture of this guy; he may be known to someone and not a threat; but as it stands John and I weren't familiar with him

While you begin to address this training section; understand that “role playing” can be an integral aspect to the Interaction portion of the training. Many of us have a difficult time initiating conversations especially with strangers. We all need to practice. One of the methods I use is on the nights of our security meetings, I take the team outside or in the foyer to “greet” interact with those people coming for other meetings or studies. This scenario lets the team practice on a non-threatening stream of people and it's fun.



Chapter 5:

The Case for Christian Self-Defense

By Dave Bogiano

Editor's note: Dave Bogiano is a retired Army Lt. Colonel who has served multiple combat tours in Iraq and Afghanistan with the 82nd Airborne Division and Special Operations Forces, as Counsel in the Judge Advocate General Corp. He has taught Judgement-based Engagement Training (JET) seminars to thousands of deploying forces. Dave is a Christian friend, author and valued consultant for Countermeasure.

At a personal level, we – as Citizens and Christians – must understand our responsibilities and duties to protect the innocent and ourselves. Once clearly stated, both our adversaries and our allies will know our intent and resolve. It is crucial for Christ followers to have a clear understanding of what the law and scripture states about our rights and obligations. The importance and primacy of this investigation cannot be overemphasized. People must be able to fight for what is close and dear to them. This fact stands no matter how counter it is to today's "politically correct" assault on individual rights and use of force to defend one's self and others. In this chapter we're going to look at the history of self-defense in natural law as well as in scripture. Throughout this book we hope you will begin to understand self-defense in a new way. If you decide not to protect yourself during an act of violence against you that is certainly your prerogative however if you do not protect and defend the life of others during their time of need you do not have a clear understanding of

what it means to be a Christian.

One ought never to turn one's back on a threatened danger and try to run away from it. If you do that, you will double the danger. But if you meet it promptly and without flinching, you will reduce the danger by half. Never run away from anything. Never!

The lawful authority, both domestic and international, for the United States to use force is most emphatically rooted in the right of self-defense. By keeping all uses of military power – specifically war and war-like actions – founded in self-defense, America will retain the moral high ground, clearly signal its strategic intentions to potential adversaries, and avoid straying into the morass of commitments not rooted in self-defense. This extends to one's personal right of self-defense.

In order to appreciate to depth and breadth of the right of self-defense, it is worth examining its historical roots. Consistently, since at least 60 B.C., laws and customs have recognized individuals' inherent right to reasonably defend their selves from an attacker threatening to inflict death or serious bodily injury. Historically, the right of self-defense has been viewed not as a statutory or legal right, but as a divine natural right permanently bestowed upon all persons by virtue of existence. Over 2,000 years ago Markus Tullius Cicero wrote:

[t]here does exist therefore, gentlemen, a law which is a law not of the statute-book, but of nature; a law which we possess not by instruction, tradition, or reading, but which we have caught, imbibed, and sucked in at Nature's own breast; a law which comes to us not by education but by constitution, not by training but by intuition—the law, I mean, that should our life have fallen into any snare, into the violence and the weapons of robbers or foes, every method of winning a way to safety would be morally justifiable.

William Blackstone, the father of English Common law, wrote, “[s]elf defense is justly called the primary law of nature, so it is not, neither can it be in fact, taken away by the laws of society.”

“The right of having and using arms for self-preservation and defense” is one of the five auxiliary rights people possess to “protect and maintain ‘the

three great and primary rights' personal security, personal liberty, and private property.”

Sir Michael Foster went further, observing in the Crown Cases:

[t]he right of self-defence [sic] in these cases is founded in the law of nature, and is not, nor can be, superseded by any law of society. For before societies were formed for mutual defence and preservation, the right of self-defence resided in individuals; it could not reside elsewhere, and since in cases of necessity, individuals incorporated into society cannot resort for protection to the law of society, that law with great propriety and strict justice considereth them, as still, in that instance, under the protection of the law of nature.

English philosopher John Locke observed, “self-defense is a part of the law or nature, nor can it be denied the community, even against the king himself.”

In his treatise on civil government, self-defense is fundamental to the very existence of mankind. Much like one is justified in killing a wild animal if it displayed intent to attack; one is justified in taking the life of another person if that person displayed intent to do harm to you. Locke reasoned:

it being reasonable and just, I should have a right to destroy that which threatens me with destruction: for, by the fundamental law of nature, man being to be preserved as much as possible, when all cannot be preserved, the safety of the innocent is to be preferred: and one may destroy a man who makes war upon him, or has discovered an enmity to his being, for the same reason that he may kill a wolf or a lion; because such men are not under the ties of the common law of reason, have no other rule, but that of force and violence, and so may be treated as beasts of prey, those dangerous and noxious creatures, that will be sure to destroy him whenever he falls into their power.

Like Locke, St. Thomas Aquinas believed self-defense derived from natural law, but defined self-defense not based on the assailant's act, but the defender's intent. He reasoned that one acts in self-defense where his intent is not to cause harm, but to preserve his own life. The other person may be harmed, but that is a product of the innocent defender's intent, which was to

prevent the attacker from causing him harm.

[K]illing one's assailant is justified provided one does not intend to kill him. Nothing hinders one act from having two effects, only one of which is intended, while the other is beside the intention. Accordingly, the act of self-defense may have two effects; one, the saving of one's life; the other, the slaying of the aggressor. Therefore, this act, since one's intention is to save one's own life, is not unlawful, seeing that is natural to everything to keep itself in being as far as possible."

Our American system of government is based upon enumerated rights and responsibilities set forth in the U.S. Constitution. To the Founding Fathers, the right to self-defense was not only constitutional, but pre-existed the Constitution. They believed it was an inherent, natural God-given right that no man could take away. Self-defense sits at the heart of the rights protected by the Constitution: the right to life.

To understand the Constitution, and what the authors intended, Thomas Jefferson said "[o]n every question of construction [of the Constitution] let us carry ourselves back to the time when the Constitution was adopted, recollect the spirit manifested in the debates, and instead of trying what meaning may be squeezed out of the text, or invent against it, conform to the probable one in which it was passed."

It is for this reason, too, that America must not succumb to the temptation of moral or legal relativism or equivalency with other nations' laws.

The Founding Fathers used English common law as a platform to build the U.S. Constitution. English common law long recognized individual's right to self-defense as a natural and Divine right.

The drafters were heavily influenced by the works of William Blackstone, and drafted the core of the Constitution to protect life, liberty and property. In Blackstone's *Commentaries on the Laws of England*, Blackstone held that the three primary rights protected by English law were the rights of personal security, personal liberty, and private property.

Self-defense was a part of the right to personal security, as one could not be secure in their safety without the right to defend against those wishing to deprive him of it.

Mirroring Blackstone's statements, Samuel Adams wrote: "[a]mong the nat-

ural rights of the Colonists are these: First, a right to life; Secondly, to liberty; Thirdly, to property; together with the right to support and defend them in the best manner they can.”

The Constitution reflects Blackstone’s influence in the Bill of Rights, which explicitly protects our rights to life, liberty, and property, and freedom from governmental intrusion.

Even under international constructs, it should be noted that customary and statutory international law recognizes the inherent right of self-defense. The application of anticipatory or pre-emptive self-defense and the maxim of a person’s inherent right to self-defense were firmly established in the *Caroline* incident. In 1837, the British were fighting a counter-insurgency war along the Niagara River in Canada. Insurgents on both the American and British sides of the river were using the steamer *Caroline*. On the evening of December 29, 1837, British combatants crossed onto the American side of the river and destroyed the *Caroline* while it was docked in Schlosser, New York. The Americans protested, but the British responded that they were merely exercising their inherent right of self-defense. American Secretary of State Daniel Webster disagreed. In response to Lord Ashburton’s claim that the British acted in self-defense, Webster declared that for an act to be self-defense, it “must be a necessity of self-defense, instant, overwhelming, leaving no choice of means and no moment for deliberation.”

Secondly, to be appropriate, self-defense must be proportional, not “unreasonable or excessive.”

In 1928, Secretary of State Frank Kellogg, author of the Kellogg-Brian Pact (also known as the Pact of Paris), said “The right of self-defense is inherent in every sovereign state and is implicit in every treaty. Every nation is free at all times and regardless of treaty provisions to defend its territory from attack or invasion and it alone is competent to decide whether circumstances require recourse to war in self-defense.”

The Pact of Paris renounced war as a mechanism to resolve international disputes, and later served as the basis for the charge of crimes against peace prosecuted against the Nazi War Criminals at the Nuremberg International Military Tribunal following World War II. Kellogg recognized that a sovereign nation, by means of its individuals, has an inherent right to defend itself

from outside aggressions, and that right was neither created by, nor can be abrogated by, written international law or treaty.

The International Military Tribunal reaffirmed Daniel Webster's definition of self-defense when ruling that the German invasion of Norway in 1940 was not defensive because it was unnecessary to prevent an "imminent" Allied invasion. The Tribunal echoed Webster's criteria for self-defense stating: "preventative action in foreign territory is justified only in case of an instant and overwhelming necessity for self-defense, leaving no choice of means, and no moment of deliberation."

Law enforcement rarely prevents crimes from happening. Mostly, they are report writers and criminal investigators who seek justice after the fact. The law repeatedly recognizes this fact: "[t]here is no constitutional right to be protected by the state against being murdered."

In order for our fine men and women in law enforcement to protect us we'd need an officer at every street corner and on every porch in America.



Chapter 6:

Self-Defense in Scripture

Old Testament

Exodus 22:2-3 tells us “If the thief is found breaking in, and he is struck so that he dies, there shall be no guilt for his bloodshed. If the sun has risen on him, there shall be guilt for his bloodshed. He should make full restitution; if he has nothing, then he shall be sold for his theft.”

Threats at night are especially onerous; hence, burglary is a specially defined felony as “breaking into the dwelling house of another with the intent to commit a felony.” Under such circumstances and great potential for threat to life, lethal force is excusable. During the daytime, when threats are more easily distinguished, folks can recognize and later apprehend a thief if he escapes. No personal property is worth killing someone over.

In the Sixth Commandment told Moses, “Thou shalt not murder,” rather than “Thou shalt not kill.” This is an important distinction that has been lost in translation.

Proverbs 25:26 reads, “A righteous man who falters before the wicked is like a murky spring and a polluted well.” Personally, there would be no greater act of cowardice and shame if I failed to stop wicked simply because I chose to be unarmed and unable to stop a deranged killer at Mass.

Psalm 144:1 states, “Who trains my hand for war and my fingers for battle.”

New Testament

1 Timothy 5:8 tells us “But if anyone does not provide for his own, and especially for those of his household, he has denied the faith and is worse than an unbeliever.” This defines personal responsibility to me. There is a distinction between the woefully ignorant and the willfully ignorant:

2 Peter 3:5, which speaks of those who “willingly forget.”

Some prefer the King James translation, which says, “they are willingly ignorant....” The meaning is the same. It is one thing to be unaware of the truth; it is altogether different when people are “willingly ignorant.” See also, **Hebrews 10:26** “For if we sin willfully after that we have received the knowledge of the truth, there remaineth no more sacrifice for sins”

Matthew 4:7 “It is written again, ‘You shall not tempt the Lord your God.’”

As a member of *Opus Dei* (God’s Work), I believe that our Creator expects to work and be as self-sufficient as possible in order to care for our families and others less fortunate. This faulty notion of “Let Go, Let God” is careless, irresponsible, fatalistic and based in pagan beliefs. Haitians practicing their Voo- Doo religion walk through the streets and alleys of Port du Prince and pay no heed to the automobiles and trucks speeding by them. They believe that if it’s their time it’s their time and life means nothing to them. We cannot fall into that trap that Satan has so cleverly laid for us. When Satan was tempting Jesus in the wilderness, he challenged the Lord to throw himself off the top of the temple. Satan reasoned that God’s angels would protect him. Jesus responded: “It is written again, ‘You shall not tempt the Lord your God.’”

Use of force in self-defense – during an actual attack or imminent attack – is far different from taking vengeance upon another *after* the fact. Scripture clearly places vengeance in the exclusive domain of God (Romans 12:19), Who delegates such authority to the state, which, as we find in Romans 13:4, “is God’s minister to you for good. But if you do evil, be afraid; for he does not bear the sword in vain; for he is God’s minister, an avenger to execute wrath on him who practices evil.”

In **Luke 22: 35-38** Jesus talks to His disciples about the previous times He sent them out and His command to them now.

“And he said to them ‘When I sent you out without purse and bag and sandals, you did not lack anything, did you?’ and they said ‘No nothing.’

And He said to them, ‘But now let him who has a purse take it along, likewise also a bag, and let him who has no sword sell his robe and buy one.’

And they said, ‘Lord, look, here are two swords.’ And he said to them ‘It is enough.’ ” NASV

So what changed? Perhaps it was because Jesus knew He was no longer going to be able to protect and guide them personally on earth. These men were going to be required to protect themselves or those with them in an evil and corrupt world. In those days a person carrying a sword is no longer perceived as an easy target for violence. Here’s something to think about - the sword was an appropriate defensive tool in their time much like a firearm is today.

Christ’s rebuke of Peter, who used a sword to cut off the ear of Malchus (a servant of the high priest in the company of a detachment of troops sent to arrest the Lord), is often used by pacifists to deny the individual right of self-defense. However, a full reading of what Christ said to Peter puts this phrase in proper perspective:

“Put your sword in its place, for all who take the sword will perish by the sword. Or do you think that I cannot now pray to My Father, and He will provide Me with more that twelve legions of angels? How then could the Scriptures be fulfilled, that it must happen thus?”

Matthew 26:52-54.

Many pacifists believe that Christ was somehow the world’s first hippie: a nice, longhaired peacenik that would roll over at the first hint of danger. How arrogant and presumptuous is that view! It is using the power and strength of our Creator to excuse cowardice and inaction

Furthermore, Jesus told Peter to “put your sword in its place” rather than

“get rid of it.” Peter’s – and our – sword (or weapon) was to protect his own mortal life from danger. The Lord God and Creator did not need Peter’s sword for protection!

Luke 10:25-37 Lastly, in the parable of the Good Samaritan, Jesus referred to the Old Testament summary of all the laws of the Bible into two great commandments: “You shall love the Lord your God with all your heart, with all your soul, with all your strength, and with all your mind, and your neighbor as yourself.” It was the Good Samaritan who took care of the mugging victim who was a neighbor to the victim. The others who walked by and ignored the victim’s plight were not acting as neighbors to him. Similarly, we ought not leave our neighbors, colleagues, and fellow parishioners in the lurch. Just as we fight to protect the Right to Life of the unborn, we must fight to protect the lives of the innocent already born.

The example we must strive to follow is that of Jesus. In **John 10:11** Jesus lays it out for everyone who believes:

“I am the good shepherd; the good shepherd lays down His life for the sheep.” NASV

The metaphor of being a shepherd is very descriptive and applicable for today. Often the shepherd and his flock were isolated and a great distance from their home and family. The sheep depended upon the shepherd to guide and protect them. Sheep are easy prey for all sorts of predators including wolves and bears. The shepherd slept in close proximity to his sheep and had to keep the proverbial “one eye open” since the thieves often came in the middle of the night to kill and destroy. Instinctively this shepherd would use any weapon available to ward off the predators; a slingshot, a rock or his staff. The health and well-being of his family depended upon that flock he was charged to protect. To that end, shepherds have given their lives to save their flock and the legacy of their family. How can we then not do the same for our fellow worshippers, our pastor and our children just down the hall; defenseless against the evil that roams our world today? The example and words of Christ are clear. We must!

A Message From My Heart

In the last section we made the case for the “use of force in law and scripture.” This chapter is going to challenge some of your current world views to the point where you’re going to consider closing this manual and walking away. I’m not going to mince words; if you decide to do drop this manual and close your mind to the cogent arguments put forth, the Evil One prevails. Satan wants our churches, schools, universities, malls and theaters to be the hunting grounds for his evil workers. The most powerful weapons in his arsenal are doubt and fear. In these dark times of mass shootings and exploding crime; many ask “Where is God? Why doesn’t he protect us?” The news media and internet pundits sow these seeds of fear as well. Satan doesn’t want people to know the truth that these violent acts are a result of SIN. Sinful men and women, who focus on satisfying their own dark desires and look for Christian targets, they are Satan’s agents here on earth.

Here’s my pledge - If I am going to die for my faith then it’ll be in defense of others at the expense of those who attack God’s people, not as a helpless lamb. I’m called to be a shepherd or the sheepdog willing to fight any threat to his flock. The mission for this manual is to prepare each one of us to stand up to Satan’s evil by protecting our own. The mission of the church is to be Christ-like in all that we do. Jesus is the great shepherd who did everything including sacrificing His life for us His sheep. How can I do less?

Let’s not be fooled by the brightly colored pictures in children’s books of a flower child hippie Jesus. In reality Jesus was a man’s man. He kicked butt in the temple when the money changers and dove merchants defiled His father’s house of worship. He stood nose to nose with Satan in the desert and would not be tempted. Jesus took the proverbial bullet for each one of us. He saved us from an eternal separation from God. He gave it all so we might live. How can we do less?

God has called us to:

Ephesians 6:11 “Put on the full armor of God that you may be able to stand firm against the schemes of the Devil” ⁽¹³⁾ “Therefore, take up the full armor of God, that you may RESIST _(caps mine) in the evil day...” ⁽¹⁷⁾ “And take the Helmet of Salvation and the SWORD _(caps mine) of the Spirit...”

God has commanded us to protect ourselves from the evil one who attacks us; even with tools of destruction. We're called to resist! Don't kid yourselves for a second that God will protect you when you ignore what He has provided for your protection. Huh???? Indulge me for a moment to share a modern day parable with you.

Charlie's Faith

There was a huge rain storm that decided to park itself over this nice community along the Mississippi River. The emergency sirens roared to life announcing a mandatory evacuation; the river was rising and a huge flood was imminent. Charlie sat on his front porch watching the rain and thinking to himself "I love God and I know He will protect me." His neighbors yelled over to Charlie "We have to leave; the flood is coming. We have room in our car for you!" "No thanks" Charlie replied "God will protect me." As the water began to rise up and over the porch Charlie moved inside and stood by his patio door to watch the scene outside. As he stood there a man in a canoe paddled by and yelled out to Charlie "The water is rising and you're in danger, please join me in my canoe." But as before Charlie answered "No thanks, I don't need your help, God will protect me."

The floodwaters poured into his house and forced Charlie up onto the second floor where he saw a rescue craft from the sheriff's department. He opened his bedroom window so he could hear them yell. "Move back away from the window and we'll come in to rescue you" But Charlie refused saying "Please find others who need your help. I have faith that God will save me!" The water continued to rise and Charlie was forced to scramble up onto his roof. A Coast Guard helicopter spotted him and dropped a rope ladder so he could climb to safety. "Grab the ladder and we'll pull you to safety" "No thank you" Charlie replied "I'll be fine; God will protect me. I trust that He will save me."

In a few short minutes the house broke off its foundation, was swept downstream and Charlie drown. When Charlie got to heaven he stood before God and asked "I put all of my faith in you. Why didn't you come and save me?" God replied "I sent you an emergency warning and an offer from your neigh-

bors to escape in their car. Then I sent you a canoe. I sent you the sheriff's rescue boat and finally a Coast Guard helicopter. What more were you looking for?"

I don't think I need to hit you over the head with the point of this story. God provides for our protection in a variety of ways, we just need to recognize and use them. I believe the ideas and plans contained in this manual and the "Soft Target" video are from God. Each of us involved in this project trusts in the power of God and the salvation provided to those who truly believe in the resurrected Christ. We understand that God protects those who love Him through the resources and provisions that He provides for each of us. But we must use those resources to fight against evil. Many step out in faith every day to accomplish remarkable deeds in His name and for His glory, some die for their faith as a result. We have a miraculous God who can do anything. However, God has also given us a brain, free will and the common sense that goes along with it. Trust me; He wants you and I to use every legal means to protect ourselves, our families and our church from the actions of those bent on destroying God's family here on earth.

Twenty years ago the premise of this book would have been in the realm of fiction; off the wall crazy. Look around you today. In the summer of 2015 Dylann Roof walked into the Emanuel African Methodist Episcopal Church in Charleston South Carolina during their mid-week prayer meeting and committed an act of mass murder by executing nine souls who unconditionally included him in their prayer service.

In October of 2015, a deranged individual, Christopher Harper-Mercer, walked into his *Intro to Expository Writing* class at Umpqua Community College in Roseburg Oregon, held a gun on his classmates, had them stand one by one and asked them to state their religious affiliation. With their identification with Christ each student was brutally murdered by this mentally unstable individual with a gun. Did it matter during those horrific minutes whether he obtained his firearms legally? Did it matter that those students in that classroom were for or against individual gun ownership? Did it matter that Umpqua Community College was a "Gun Free Zone"? Of course none

of those things mattered. What does matter is that those innocent students were in a life or death situation where they and the college were ill-prepared to do anything about it. Of course God wanted to protect them but America failed them. Ignoring the fact that evil walks the earth, we pass laws that make us “feel” better. We get caught up in the “It’ll never happen here” lie that Satan spreads so we’ll remain ignorant and blind. A false sense of security is prevalent in many of our churches, schools, businesses and homes today. The likelihood that an active shooter will ever happen to you is very slight however you still bought that fire extinguisher for your kitchen just in case didn’t you?

The brief minutes that it took for law enforcement to arrive, on scene at the Emanuel AME Church, allowed this murderer to slaughter nine innocents. It only takes a few minutes for someone, armed with a gun, to wreak havoc upon unarmed and untrained individuals. Here are some questions that we should be asking about this situation and the countless other active shooter events that seem to be occurring in the United States at an increasing rate:

1. If someone, in that English classroom at Umpqua Community College, had been armed might the outcome have been different?
2. If a security guard in that building at UCC had been armed and trained on how to respond to an active assailant attack might the outcome been different?
3. If the English professor and each of the students had been properly trained on how to react in an active shooter event might the outcome have been different?
4. If the Umpqua Community College had posted “No Guns Permitted” signs on the doors to the building might the outcome have been different?

Being prepared for the worst is always the right answer. No one can state unequivocally that the situation in that English classroom would have turned out any differently if the circumstances in questions 1 through 3 were the reality. However, in the case of the last question there were signs prohibiting firearms in that building. So as a result of UCC being a Gun Free Zone no

students were armed, the professor was not armed and there was no one in close proximity to that building that was armed. “Gun Free Zone” signs may make some people feel safer but it’s a lie perpetrated by the evil one. Listen to the words of a local pastor about this tragedy in Oregon:

“Are you a Christian? Those four simple words are impacting me like never before,” Pastor Craig Schlesinger said to the congregation at Garden Valley Church in Roseburg Oregon. *“That was the question asked by the gunman a few days ago in our community college in Roseburg just prior to his pulling the trigger...It is hard to believe that Christians were martyred for their faith on American soil.”*

For a moment on Sunday morning, the pastor touched on the issue of guns; the area strongly supports gun ownership. He said he was upset because the security guards on campus weren’t armed: *“You don’t take a can of mace to a gunfight.”* There was a standing ovation. – “Oregon Church Reflects on College Shooting” The Wall Street Journal online Zusha Elinson Oct. 4, 2015

For many of us the thought of a college student, pastor or an individual carrying a firearm for personal protection is ludicrous. It would have never crossed my mind as I sat in the ivy covered walls of my alma mater so many years ago. But today as I sit at my computer, after this tragic college massacre that targeted Christian students; I’m sick. I am disgusted at the scope of this and the other horrific events that have been etched into our collective memory. So much so that my team and I have decided that enough is enough. We each felt we were called to do something and do it quickly. And that, dear friends, brings us to the point where all of us, both church staff and attendees, needs to answer these two questions in light of all the tragic events that bring us to this point:

- 1.** What am I going to do about protecting those who attend my church?
- 2.** Am I willing to pursue an action plan, which may or may not seem offensive to me today, in order to protect my pastor, the congregation, their children and mine from harm?

In the sections that follow, our team of experts, will lay out a plan for building and training a team of armed church members, who will pledge to

protect their church, through whatever means necessary. In this section we are going to talk about GUNS; those evil and repugnant tools of death and destruction. I was a bit dramatic there but some of you absolutely agree with that statement. I understand that some of you are opposed to guns and are entitled to your belief; however, when it comes to the lives of innocents I question your sweeping generalization of guns being bad. The disciples carried swords which were the guns of their time. Why did they carry swords? --- to protect themselves and those in need of protection. I'm not saying that those of you who disagree about guns need to own one. You just need to be tolerant enough to understand that guns are just a tool and when used properly are safe, useful and may be the only means to protect us and our children from those with murderous intent.

Here's where I step out on the ledge to stand before you and share from my heart. Please understand that there are many in your church and community who believe and agree with what I'm about to share. Some of the points I'll discuss will be disturbing and nonsensical to a few of you. All I ask is that you consider and study the facts I am sharing with you. At no point am I going to attempt to change your overall opinion regarding firearms. However, I am going to ask you to reflect on those ten minutes before law enforcement arrives on the scene of an Active Shooter Event at your church. That's all I ask --- consider those ten minutes. Please take a deep breath and dig in.

Imagine a scenario like the one below and pray it never happens.

A bad guy with a gun walks up to your children's church sign-in desk, shoots the two ladies there. Walks down the hall to the nursery, shoots the five workers shielding your babies in their arms as he dispatches each little one. (How much time has passed? One minute or so, maybe someone has called 911) He leaves that room, reloads his gun and moves down the hall to the Kindergarten class; the door is shut and locked. He breaks the tempered glass window in the door, reaches in and unlocks it. He begins to execute each one of the little ones as they huddle in the corner with their teacher and her teen aide. Parents rush into the room; he turns and methodically kills each one with a single shot from his pistol. The police arrive 7 to 10 minutes after the first shot; the national response time averages 14 minutes. They rush down the hall, enter the room in a tactical stack formation, identify and shoot the bad guy or at the last second the coward

commits suicide. The event is over in less than 10 minutes but in that short time 15 of your children and friends are lost with another 10 wounded. Some of the church leadership, at your church, were vehemently opposed to allowing their security team to carry firearms because guns are dangerous and evil. But as the blood of the innocents' pools around their lifeless bodies; what do those same people feel in the depths of their hearts now? I know in their heart of hearts they wish that there would have been A Good Guy with a Gun to defend and protect their(your) children.

I know this story is horrific and self-serving but these days we have to suspend our normal predispositions and prepare for the extraordinary. These are the times we are living in right now. Don't you think the parents, teachers and administrators at Sandy Hook Elementary School in their deepest most private moments wish that there had been a good guy with a gun to defend their loved ones? Of course they do, even though they've now turned their energies toward banning individuals owning handguns; a noble effort but short sighted.

I respect your decision to not own a firearm. I respect your fight against illegal firearms as they relate to crime and violence. I get it. But understand this ----

"Your negative opinion, about guns as tools for self-defense, will be turned upside down in those moments when a bad guy is standing in the middle of your child's classroom slaughtering them one by one"

If that were my church, in the story above, I could not live with myself if I had not intervened with the means to stop the terror. Some innocent lives may have still have been lost but I and other like-minded armed brothers and sisters in arms would have ended the rampage before the police arrived. My pledge to God is that I will run toward the sound of gunfire in our church; my grandkids and your children depend on me and others doing so.

I carry a legal concealed handgun almost 100% of the time. I carry one when I drive to Walgreen's to pick up a snack, go to a restaurant, shop at a store, go to the movies, take a walk in the park, watch a parade and to CHURCH. I am a conscientious gun owner. I've been trained in the care and

use of a firearm. I practice with it regularly. I am one of the good guys. I am not Superman. I will not try to interject myself into situations that don't involve me or loved ones. I am not a police officer. I pray I will NEVER ever be required to use my firearm to defend myself or others but rest assured I will. I am prepared and willing to use it in an emergency. In many states businesses or other entities (like churches) may post "NO GUNS ALLOWED" signs. I and many many others ignore these signs. These signs will not protect me or you from a bad guy with a gun determined to cause death and destruction. In fact, these signs are an invitation to murder law abiding citizens because most law abiding citizens won't carry a firearm into those buildings since they actually obey the law. How about the bad guys? Do they obey these little signs? Of course they don't.

For several years now my associates and I at Countermeasure Consulting have taught techniques and procedures for mitigating active shooter events. There are many other fine consulting firms who teach similar plans of action. The Department of Homeland Security teaches "*Run - Hide - Fight*" At Countermeasure we once promoted "*React - Escape - Survive*" now we have adapted those actions into our R.E.A.L. Training format which you were introduced to in the video training. Most of us in the security industry do not even bring up the idea of using firearms to defend others in the workplace. Too many businesses and schools are totally anti-gun, as was Umpqua Community College - their security staff had mace. As a result, we never mention firearms in our security proposals or presentations. I believe we short changed our clients by telling them what they wanted to hear; "*React to the threat - Escape from the threat - Survive the threat*" A catchy phrase that only tells half the story. In the last few months we'd decided to pull back the curtain to show our clients and now you the **REAL TRUTH** about dealing with the subject of preparing, reacting and responding to an active shooter event.

*The TRUTH is: "The **ONLY** way to stop a bad guy with a gun is with a good guy with a gun"*

Boom I said it. Yes, you can try to identify and attempt to stop a bad guy intent on doing harm from entering your facility. Yes, you can try to escape. Yes, you can hide in your office behind a desk and HOPE the bad guy doesn't find you. Yes, you can throw a coffee pot or your stapler at the bad guy to dis-

tract him. But there is only one way to STOP him. It's about time we consider the FACTS not at our feelings.

Let me jump ahead and bring up one point that may make this more palatable. Your training and implementation for an armed security team should be done quietly. Those on the security team, approved to be armed, will carry their firearms concealed; out of sight. If we do our job, no one will know that several individuals are carrying concealed firearms. That's really how it is today anyway. I know of individuals who already carry their firearms discreetly and out of plain sight at a number of churches; no one is the wiser. So in actuality nothing will really change except for forming a recognized security minded ministry team and the focused training they will receive.

“But my church leadership won't even talk about considering an armed security team.” ---- You and others need to rise up against the vocal minority who rail against the legal use of firearms. As a security expert I (and you should be too) am tired and frustrated with these uninformed and narrow minded individuals. Enough is enough. The “I hate guns” mantra is an abstract concept not based in reality. As stated above, I guarantee that your view on the prudent use of firearms will instantly change when someone bursts into your child's classroom and begins executing them. I'm calling upon each of you to consider whether or not you're willing to stand against the evil one and allow those who pledge to step up to protect your church and your children to be able to do so. I know of many who have already made this decision, without anyone's approval, to fight this evil aimed at their church. We hope this manual will help support you build a team that will glorify God and serve your brothers and sisters. God bless you in your efforts.



Chapter 7:

Preparing the Armed Security Team

“I don’t like guns; why don’t we just use pepper spray?”

This comment reminds us of a story we like to tell around the campfire.

Hikers in Glacier National Park are cautioned to be on alert for bears and must take extra precautions to avoid a dangerous encounter. Park visitors are advised to wear little bells attached to their clothing so the bears will hear them from a distance, avoid the hikers and not be startled by them on the hiking trails. Hikers should also carry pepper spray just in case they bump into a bear. Spraying the pepper directly into the bears face will irritate their nose and cause them to run away. The park service also recommends that hikers keep an eye out for fresh bear scat so you’ll know if there are bear in the area. Hikers should be able to recognize the difference between the scat of a black bear and that of a grizzly. Black bear droppings are smaller pellets and often contain berries, leaves and bits of fur. The distinctive grizzly bear stool tends to contain small bells, bits of clothing and smell like pepper.

Teachers often use repetition to ingrain certain key concepts into their student’s minds and you’ll discover that we do the same in this manual. Here’s one of those golden nuggets of truth: **“The ONLY way to stop a bad guy with**

a gun is with a good guy with a gun” – not pepper spray. Remember this isn’t a discussion about the 2nd Amendment, private gun ownership or any of the other discussion topics about firearms running rampant through the internet today. The truth is that if there’s a bad guy with a gun (it doesn’t matter where or how he got it) killing or threatening to kill innocent men, women and children the ONLY way to STOP him from killing everyone is – yes, with a gun. Pepper spray will just piss him off and make you the next target of his rampage. When the shooting starts everyone will pray for that good guy with a gun. Your volunteers for the armed security team are answering the call to become the sheepdogs to protect the flock just like Jesus explains in John 10:10. This flock includes you, your family, your friends, your pastor and all of our children.

It’s very possible that your first group of approved volunteers for the security team will be small. As we discussed earlier it may be very difficult to identify members of the congregation who are law enforcement, former military or concealed carry license holders who may be interested in becoming one of the sheepdogs. The all church video training and information table may generate some inquiries and potential members. However; it may take some word of mouth and discussions between acquaintances to discover like-minded individuals who may be suited for the team. All of your potential security team members should have participated in the first leg of the training along with the entire Hospitality Team. Now we’re going to dig into the best way to transform you and others into a powerful sheepdog ready to tear into that grizzly.

It’s probably been apparent to you for quite a while now that the key component to this whole operation is leadership. Who is going to champion this endeavor? Who is going to teach us the concepts necessary to respond to a violent threat? How are we going to learn the firearm skills required to be a first responder? What if none of us have the skill sets to lead others through this process? Great questions... In the following pages we’ll walk you through most everything necessary to take the first steps toward building your team. Our outline will spell out what we believe to be the basis for developing situational awareness and firearm proficiency. Here are some suggestions for finding individuals who may be able to fill in some of the

training gaps that your team leadership may be lacking especially regarding firearms.

- Visit the NRA Training website to find local training classes; Basic Pistol, Personal Protection Inside the Home and Personal Protection Outside the Home. These classes are excellent in their content however I suggest that as you investigate the classes also interview the instructors. If you were able to find an instructor willing to use the outline proposed in this book to tailor a program for your church you'd be ahead of the game. What you don't want is to find some tactical, roll around in the dirt doing ninja stuff, instructor who is clueless about the real world application of force to stop an active shooter. If you're not comfortable with an instructor find another one.
- Local shooting ranges may also be a good resource to find a suitable instructor. Ask a lot of questions and don't let some wanna-be Chuck Norris lead you down the wrong path.
- Make an inquiry with your local law enforcement agency. Many police departments have their own cadre of trainers who may be a perfect fit for your church security team. Pass along a copy of this manual to verify that they will be willing to use our outline for a basis of their instructional format.
- Contact us at questions@countermeasureconsulting.com We'd be happy to help you online or in person. In the near future we may also have some online training available to help expand on your training. Send us your questions.
- Talk to other churches in your area to ascertain their security posture.

Armed Security Team Training

This is an overview of key aspects for the first training session

- Welcome – Introduction – Safety Review
 - No ammunition or firearms in the classroom Yes that means everyone; even off duty law enforcement and individuals with

concealed carry. There should never be a real operable firearm in a firearm class environment. Search YouTube for “Firearm Instructor Shoots Himself” etc... No one except on duty law enforcement officers may be armed. If an on duty law enforcement officer is present during the training and armed, he/she may NOT participate in any of the hands-on exercises. We could go on and on about why this rule is so crucial to safety but no matter your opinion it has to be the policy. If someone chafes at following this rule kindly ask them to leave the program. At one of our NRA instructor training courses a DEA agent was asked to leave his firearm outside of the class, he refused and the lead instructor asked him to leave. He left. This high level NRA class consisted of former military, current and former law enforcement officers and highly trained civilians; we all obeyed the no firearm rule in order to provide for the safety and integrity of the class. The only time firearms were allowed was on the range.

- Identify the emergency exits & designate a 911 caller This classroom may be a new to some and the exits may not be obvious so please make certain that all the class participants know where the exits are located. Ask someone who has a cell phone to be the designated 911 caller; proper planning will save time in an emergency.
- Ask if anyone present has trauma medical training and point out the location of the trauma medical kit. If someone has trauma training put them in charge of any medical emergency that may arise. Review the trauma medical section at the end of this manual for more information. This medical kit is not just Band-Aids and tweezers; it contains tourniquets, combat gauze and occlusive dressings. It's for treating gunshot wounds not slivers.
- Please ask that all electronic devices be put on silent or vibrate However if there is law enforcement, medical or others who must remain connected just ask them to move outside the classroom to take an emergency call. No texting please.
- Introduce yourself and any other instructors or staff present

- Review the schedule for the day & breaks
- Fill out any forms and collect them along with any fees if applicable
- Questions?

As we begin the instructional portion of this program let's talk about the training tools that are essential for realism. Our classes use what we refer to as "Blue Guns".



Blue guns are exact replicas of actual firearms. We use the Glock Model 19 Blue Gun for our classes. It doesn't really matter what handgun you decide to use but the Glock is a good choice for a variety of reasons that we'll discuss later.

In addition to the Blue gun we use an inexpensive Kydex paddle holster (like this Uncle Mike's paddle holster)



for practicing the presentation of a handgun from a holster. You will probably not use this paddle holster for concealment but it's an inexpensive way to learn how to safely draw a firearm from a holster. If your team includes a female member you may want to add a concealment purse to the

mix in order for her to practice the draw stroke if she elects to use a holster purse as well as a holster.

As with all training that deals with firearms, we suggest starting at the beginning with proper firearm safety. Some of you who are reading this right

now are probably groaning “*I know everything about firearm safety... I’ve been shooting for over twenty years*” too bad. Whenever we, in the firearm instructor community, investigate an “accidental” discharge, 99 times out of 100 it’s no accident. An accident is “*an event that happens by chance or is without apparent or deliberate cause.*” Most “accidents” involving firearms are due to negligence not accidents. An accidental discharge is when a firearm in your holster mysteriously goes off for no reason; an unlikely scenario. A negligent discharge is when a firearm goes off as you draw it with your finger on the trigger or point it in an unsafe direction. Learn the NRA safety rules; especially Number 1 and Number 2. If you obey these two rules religiously no one will ever be injured by a negligent discharge. Safety is no joke and unsafe behavior of any kind must not be tolerated; period.

NRA Firearm Safety Rules

(as they apply to an armed security team)

1. ALWAYS keep the gun pointed in a safe direction.

This is the primary rule of gun safety. A safe direction means that the gun is pointed so that even if it were to go off it would not cause injury or damage. The key to this rule is to control where the muzzle or front end of the barrel is pointed at all times. Common sense dictates the safest direction, depending on different circumstances.

2. ALWAYS keep your finger off the trigger until ready to shoot.

When holding a gun, rest your finger along the side of the gun in what we call a “high index” position.



Do not put your finger on the trigger until you are ready to shoot. Fingers tend to go on triggers far too quickly when drawing a firearm from a holster or re-holstering the firearm.

3. Know your target and what is beyond

For those of us who are hunters and target shooters, we always need to make sure that when we're aiming at a game animal or a target that there's not someone behind what we're shooting at. It's easy to get so focused on the target that we develop "tunnel vision" and fail to recognize the danger beyond what we're shooting at.

The first rule "*Always* keep the firearm pointed in a safe direction" means exactly that; ALWAYS! Do you know what always means? It means every time, everywhere and any time you touch a firearm. Here's a question that we ask when we discuss firearm safety. Please put a piece of paper over the lines below so you can't see the answer. We'd like you to honestly answer this question so please don't look ahead. Most of you will get it wrong.

"What is the FIRST thing you do before you clean your firearm?"

What do you think? Jot down some of your thoughts so we can compare them to the right answer.

Just slide the paper covering the lines down one line at a time as you read this. Here are some of the answers you've come up with to the question. "*Make sure the safety is on*" Nope "*Make sure it's unloaded*" Nope "*Take the magazine out*" Nope "*Make sure there isn't a round in the chamber*" Nope Read the question again. Again what is the FIRST thing you do before cleaning your firearm?

Most of the answers you've given I'm sure are important to firearm safety but the FIRST thing you do is "*ALWAYS POINT THE FIREARM IN A SAFE DIRECTION*". Duh... it's a simple rule with profound implications. Can you put the safety on while pointing the firearm at some else in the room? You bet. Can you check to see if it's unloaded by pointing the firearm at yourself? Yes, you can. So remember to ALWAYS point the firearm in a safe direction; before you clean it, when you take it out of your safe, when you put it into your case, when you take it out of your case, when you load it and unload it.

This is not just a rule it's a LAW that must become a habit. It's the first rule because it's the most important one.

The second rule "*Always keep your finger off the trigger until you're ready to shoot*" is a rule that is broken every day on the range. Where is the most comfortable place for your strong side index finger when holding a firearm? It's obvious; on the trigger! Where should your finger **NOT** be until you are ready to shoot; on the trigger! This rule is probably the toughest for most people to incorporate into their firearm discipline. Firearms appear to have magnetic triggers which actually draw our fingers to them. I can't explain it but until you develop the muscle memory and form the habit of keeping your finger off the trigger, you've got the potential for a negligent discharge. Even when our instructors use dummy gun replicas they always keep their fingers off the trigger. It's become a habit so every time we pick up a firearm or replica our finger never goes on the trigger.

The third rule listed "*Know your target and what is beyond*". As a security team member we may have a crowd of innocents beyond or around the active threat. We've identified the target; he is a threat, so what do we do? Wait? In an active situation we may be forced to take a shot that may endanger innocent bystanders because not taking the shot may allow the threat to begin or continue to attack those innocents. It's a tough decision that you must be ready to address if you are armed. That's why all of us **MUST** practice with our firearms under stressful conditions to develop a high skill level with our firearms.

Key Resource

The next key resource, that is a must buy, is the NRA's Personal Protection Outside the Home DVD. This DVD is an absolute necessity for learning the proper and safe steps to drawing a handgun from a holster. Everyone thinks they know how to draw a handgun but we've found that most of our students have never learned the proper steps. This DVD plus our tweaks on the procedure will allow everyone to perform a safe and effective draw. (Here is the link to the NRA store to purchase the DVD <http://materials.nrahq.org/personal-protection-outside-the-home-br-dvd.html>) Watch both the holster and the purse sections to get a good overview of what the proper presentation of

a handgun from a holster really involves. Next review the presentation of a handgun from a holster that we'd inserted below. The process is very similar to the NRA's except for a few adjustments that will become very apparent. Our step by step instruction also includes some scenario actions and reactions. The best way to learn the skills presented in this section is by strapping on your holsters and practicing the draw stroke and other actions with your Blue guns. Blue guns and holsters are key for getting it right so please buy enough of each so at least half of your team can practice at a time. The other half of the team can be bad guys or coaches to observe and help their teammates become more proficient. For this manual we've decided to add some movements and extra actions that are not shown on the NRA DVD. Remember that this manual is NOT specifically directed at training the concealed carry license (CCL) holder. This manual is set up and designed to teach the skills necessary to respond to a violent act of aggression in or around your church. For instance, if you as a concealed carry license holder heard gunfire coming from an office down the hall your main duty is to react to that gunfire, move quickly to an exit and escape the threat. If you are on a date at a movie theater and hear gunfire from across the auditorium your responsibility is to get your date and yourself out of the theater safely. I understand that there may be times when we, as CCL holders, may want to engage the threat but remember we have a responsibility to ourselves and our family to survive. If an opportunity arises for me to engage the violent attacker during my retreat I will do so with all the fire power I can bring to bear. That being said; as an armed member of your church security team your and my duty is to rush to the scene where my church family is in peril.

The use of force in defense of yourself or others is a doctrine that has been part of the legal system forever. The current legal verbiage will vary from state to state:

“A person is justified in the use of force which is intended or likely to cause death or great bodily harm only if he reasonably believes that such force is necessary to prevent the IMMEDIATE death or great bodily harm to himself or another...”

When we discuss this concept of use of force in our classes we focus on the word “Imminent”. What does it mean? It means right now; whatever violence or threat of violence must be occurring right now. For instance, if someone were to pull a knife on you and threaten to kill you that’s imminent. If that same person makes the threat and walks away, he is no longer an imminent threat; unless he is moving toward another person and threatening violence. Now here’s where we change gears. If we hear a gunshot or screams at church then we, as part of the security team, are going to moving toward the threat. It is our responsibility to prevent the imminent death or great bodily harm to our fellow church attender or our children. At this point we are going to risk our lives to save another because those others are our friends and family. At the first alarm, when someone calls 911, it will take anywhere from 7 to 14 minutes for law enforcement to arrive. Your security team cannot and must not delay; every gunshot that echoes down the hall could be extinguishing the life of someone you love.

So what do we do next? A professional hostage negotiator or SWAT team leader may evaluate the situation, look at options and suggest the best tactics. We may be second-guessed by some in law enforcement but we’re going to engage and end the threat one way or the other. We are not about to give a madman the luxury of time to butcher any more of our friends or children. If someone is in a classroom or the sanctuary in your church with a firearm or knife he is an IMMIDENT threat. You must end the threat. You do not have to wait for him to kill or injure anyone before you act. Purely personal now, my grandchildren may be in that room and I will do everything in my power to end that imminent threat. Ending the threat means exactly that; shoot the bad guy and continue to shoot him until he is no longer a threat. If you question this process in any way, if you are not sure you would be able to shoot the bad guy then please don’t join the armed security team. You can be a valuable asset in other areas. We’ll dig deeper on the topic of firearm training and tactics later in this chapter.

Presentation of a handgun from holster during an incident

Please watch the NRA Personal Protection Outside the Home DVD before proceeding with this section. The underlined **BOLD** actions are the verbal commands to be given during practice and ingrained as you practice these actions.

ACCESS – sweep back cover garment; lift shirt or unzip purse

GRIP/CHEST – grip the pistol (the CHEST command keeps your non-shooting or off-hand on your chest and away from the muzzle of your firearm)

PULL/CHEST – pull the pistol straight up from the holster, keep your off-hand on your chest and finger off the trigger

ROTATE/CHEST – rotate your arm by bringing your elbow down and close to your side which will direct the gun toward the target. At this time, you will be able to engage a bad guy if he is so close to you that you cannot extend your gun to fire. If you are not firing from this position keep your finger off the trigger and your off-hand on your chest

EXTEND & JOIN – the NRA DVD shows the student JOINING his off-hand to the gun before EXTENDING it. We prefer extending the gun and then bringing your off-hand to join in a two handed grip. Joining your off-hand to the gun while it is in the rotated position may allow for the opportunity of passing your off-hand in front of the muzzle and causing a dangerous situation. While you are extending the gun point it toward the target and remember to raise the handgun high enough to be into your line of sight. Many shooters raise their firearm to shoot and adjust their head to find the sights in order to shoot. Here's a trick we teach in all of our classes. Take your handgun, verify and double check that it is unloaded, stand in front of a large mirror and raise your handgun to shoot your reflection in the eye. This is the proper position and elevation of your handgun when shooting; bring your handgun up to your line of sight. From this position, if properly aligned, you will see the front sight of your handgun, the rear sight of the handgun and your dominant eye all in a line. That's the proper alignment of your eye to your handgun. Practice this exercise until you can raise your handgun to

the proper firing position without thinking about it. In a gunfight you'll need to be able to draw your firearm smoothly and efficiently bring it on target. The only way you'll be able to accomplish this mission is by practicing these movements hundreds of times until they have become a habit. It's not magic, it's practice.

FIRE - if you observe a threat to yourself or others FIRE, point your firearm at the center mass of the target (bad guy) and continue firing until the threat has ceased to be a threat; that may be one or a dozen shots. Don't fire one shot and wait to see if it stops the bad guy. Continue firing until he is no longer a threat.



SCAN & ASSESS - with your firearm in a HIGH READY position scan the area for continued or additional threats, make sure to check your six o'clock position; look behind you (they didn't cover the six o'clock position on the DVD). At this point keep your finger off the trigger but trained on the bad guy if he is down. Are there any others? One or more

of your team members should be supporting you by covering you from any additional threats and verifying your condition. Are you wounded? Do you need assistance of any kind? Your teammate is here to give you confidence and support; you are not alone.

TAKE COVER or MOVE TO A DIFFERENT POSITION - in a real world situation, like a church shooting, put cover between you and attacker, change your orientation to the bad guy – reload if necessary. Once the bad guy appears to no longer be a threat, move to a position behind a desk or door jamb while keeping your gun trained on him. Watch his hands for any signs of movement. If he makes any movement at all yell this command “*Do not move or I will shoot*” If he moves shoot him again and continue shooting until he is no longer a threat. Hopefully during this time your team has evacuated every-

one from the area so there is no one else in harm's way and called 911. Keep your firearm pointed at the bad guy at all times. Do not approach him; do not speak to him or attempt to render aid. The first responders are on the way; you've fulfilled your responsibility and saved lives by ending the threat. Stay vigilante.

When the police arrive someone from the Hospitality or Security Team will meet them, direct them to the scene and inform them that all of the church security team members have orange lanyards or whatever you decide to do for your internal identification. The police should be informed on how to tell that you are the good guys/gals. However, they are responding to an active shooter event and will be highly attuned to any sudden movements or guns pointed in their direction. If the bad guy is no longer a threat re-holster your gun. (See the directions below) If you are unsure if he is still a threat, be calm and follow the directions of the officers when they arrive. If they give the command to drop your gun, drop it immediately. Don't try to set it down, re-holster it or bend down to gently lay it on the floor --- Drop It!!!! Take a deep breath and allow the officers to move you away from the scene; follow their commands and do not resist.

Steps to re-holstering your firearm



SAFETY/CHEST/THUMB CHECK- put your safety on if you have one or press the de-cocking lever; put your off-hand back on your chest to keep it away from the muzzle of your firearm and perform a thumb check. A thumb check is when you rotate the thumb of your grip hand up to the rear of the slide on your semi-au-

tomatic pistol. This motion moves your trigger finger further away from the trigger and keeps the gun in battery by not allowing the slide to move backward when re-holstered. With the thumb high on the rear of the pistol it also helps to re-holster the firearm with a firm positive action.

RE-HOLSTER - re-holster the gun if the threat is no longer a threat - glance at your holster if necessary to find it and watch your handgun into it.

Each one of the security team members should participate in this exercise several times until he/she can safely draw their handgun in a smooth manner, perform the actions described above and safely re-holster their firearm. Physically perform each of the actions, draw, fire, come to a high ready, move your head (not your gun) to check to the right, left and behind you, move to cover and then re-holster. We the step to “fire” arrives make some noise, bang, bang, have fun, find a piece of furniture to take cover behind or use a larger teammate, have some fun. If possible, allow the team members to take the Blue guns and holsters home to practice. The next step is for the team to begin practicing at home with their personal handguns and holsters.

Handguns, Ammunition & Holsters

Let's take some time to look at handguns and holsters. In the future handgun technology may render sights and triggers obsolete. We'll see. It's the 21st century and the sky's the limit when it comes to the selection of a firearm. Most of us own more than a couple of handguns and are passionate proponents of which brand is the best, most reliable, coolest etc... We could spend hours discussing the relative advantages of one brand or type over another. Well, guess what? We're not going to waste the space or take the time to have that discussion. Give us a call and we can discuss it over coffee sometime.

Handguns

Our recommendation for personal protection handguns are Glocks. We can hear the moans and groans now – too bad. Glocks are the most widely used handguns in the world. Are they sexy? No. Do they have lots of bells and whistles? No. Do they go bang every time you pull the trigger? Absolutely! Glocks are utterly reliable and functional. Our first choice is the Gen 4 Glock Model 19 in 9mm; HOWEVER; for whatever reason this handgun may NOT be the right gun for you. All of us have different size hands, body size and strength. Several years ago one of our instructors (me) made the mistake

believing that he knew what the right handgun for his wife and daughter was. Guess what? He was wrong. Neither of them could rack the slide to chamber a round, the recoil of the pistol was too harsh and the pistol didn't fit their hand properly. So as a result did they practice with this gun? No. Did they enjoy shooting this gun? No. The bottom line is to find a gun that fits your hand and are comfortable shooting. For a wide variety of people, the Glock 19 is a handgun that can be easily concealed in an inside-the-waistband (IWB) holster just behind the strong side hip. This mid-sized Model 19 holds 16 rounds of high power 9mm ammunition. Most of our instructors have used Glocks since the late 80's and have relied on them as their duty weapons. The Glock is designed without an eternal safety to eliminate the chance of an operator neglecting to disengage the safety in an emergency. The trigger pressure required to fire the Glock pistol is the same for every shot; first and last. The same cannot be said about the Double/Single action pistols that are all the rage today. The problem with these pistols is that the first trigger pull is heavier than the subsequent trigger pulls which requires an operator to exert two different trigger pressures while firing; accuracy may suffer. In the hands of an expert these pistols aren't an issue however most of us are not truly experts.

The other Glock that we recommend is the thinner 9mm Model 43. The Model 43 is slimmer and holds fewer rounds than the Model 19 but is much more concealable. The 43 can easily be concealed in an appendix carry IWB holster. If the security team members already possess their own concealed carry handguns, then move forward with what they already own. But here's the deal; everyone needs to prove proficiency with whatever handgun they select or they're not going to be allowed to carry a firearm as part of the team. Many of us "think" we're pretty good shots etc... however when pressed to perform on the range many of us choke. Why is that? It's because we don't practice; we don't do dry fire exercises, we don't take any formal instruction, we don't maintain our firearms and we don't ask for help. Get over it. All of us can do better so buy a gun that works and take an NRA handgun class

Ammunition

The next discussion or argument we're NOT going to have is regarding ammunition. Take it from us, there's no such thing as knock down power. There

is however the power of a well-placed shot. Accuracy trumps a large caliber miss every day. But in the spirit of transparency most of the Countermeasure team does prefer large caliber handguns. To be truthful we're all kinda fond of full size Colt and Kimber 1911's in .45 caliber. Several of our guys carried them in Iraq and Afghanistan and others on our team have been shooting them for 30 years or more; we're what you call experts. But however you cut it these 1911's are not easy to learn to shoot well. Some of you may think you're an expert with a large bore semi-automatic handgun like the 1911 (and a couple of you may well be) but in a stressful environment we've observed our student's inability to find and flip off the safety, their tendency to use an improper grip which renders the firearm inoperable due to the grip safety not being engaged and dangerous re-holstering episodes where the safety is not re-engaged leading to a negligent discharge. In a stressful situation simplicity is vital; that's why 65% of the police departments in the United States issue Glock pistols to their officers. One last point about the 9mm cartridge; the performance of modern 9mm ammunition is far superior to the 9mm ammunition of the 80's and 90's. Many law enforcement agencies mandate that their officers use Hornady Critical Duty or Critical Defense ammunition or an equivalent. Why do they recommend this ammo? Because it works; all of my personal defense handguns are loaded with these high quality Hornady rounds. Do your own research but don't be fooled by those wanna-be gunslingers and their crazy recommendations for cool looking, evil sounding ammunition that a bunch of morons on Facebook have Shared and Liked. Please don't buy into that nonsense.

Holsters

Concealed carry holsters have evolved and become more user friendly since the 1970's when I slid my first pistol into my small of the back holster and carried a concealed handgun in public for the first time. We teach concealed carry classes and as a result are required to stay on top of all the new trends in holsters. If you peruse the internet you'll find bra holsters, ankle holsters, pocket holsters, appendix carry inside the waistband holsters, shoulder holsters, purse holsters, brief case holsters, body band holsters, compression T shirt holsters, yoga pants and shorts with built in holsters, jackets and vests with built-in holsters. For most of us, the inside the waist band holster that

slides inside your pants and clips onto your belt is the best choice. We're not saying that the other options may not work for you but for our application as a church security team an Inside the Waist Band (IWB) holster will do the job nicely.

What about leather versus Kydex? To be honest I'm absolutely a big fan of leather holsters. Some of the craftsmanship is phenomenal and there's something special about leather. However, we've decided to recommend Kydex as the material of choice. Here's why. Kydex will hold its shape forever; is easier to re-holster due to the consistent shape, lends itself to positively securing the handgun often with an audible click, is less expensive and readily available. Tests have shown that the most concealable color is gray since it seems to blend the best with a variety of clothing colors.

Where can you carry your IWB holster?

Let's look at four options. The first is one of my favorites – small of the back (SOB). This position places the handgun in the middle of your back usually with a cant toward your grip hand. If your cover garment moves away from your body your handgun is still concealed. The SOB carry may take a little more practice due to the reach involved. Re-holstering is a bit more challenging but practice will overcome both these issues. This carry position requires care when bending over since bending forward may cause the pistol to push up and become visible under the cover garment. The next carry position is the IWB appendix carry which is self-explanatory. The holster is positioned in front of your strong side hip right in the hollow area in front of the bone. A smaller handgun like the Glock 43 will nest in this area perfectly. This position may take a little getting used to in regards to sitting. Practice this position at home and make adjustments before wearing it out in public. The final two positions are closely related to each other; an IWB holster on the hip and behind the hip. The hip is a very convenient place to secure a handgun. The IWB hip holster is directly adjacent from the grip hand and can be accessed very quickly. The IWB behind the hip is a close second but perhaps a touch slower to access. We like the IWB behind the hip for a couple of reasons. The hip helps to conceal the gun as this position tends to help the gun blend into the contour of the body. If the carry holder's cover garment were to blow or move away from the body, the IWB behind the

hip carry is mostly concealed behind the hip and far less obvious than the straight hip carry position. Those of us, who carry concealed firearms daily, end up purchasing a variety of holster types and configurations. We also have a drawer full of holsters that didn't fit right, work well or were just plain bad. We keep them as reminders and examples to use in our classes during the section on holsters. Our advice is to buy a good quality Kydex IWB holster for your pistol, try it out and begin to investigate what works best for you. Please share your findings with your teammates and ask them about their carry experiences; it'll save you money and aggravation.

Firearm Range Training

There are complete books written on firearm training and tactics so we're going to focus on the most valuable aspects of each topic. The main consideration regarding firearm training is to get some. Just going to a static range and punching holes in a bullseye target at twenty-five yards is not enough. Your training regimen needs to incorporate as much realism as possible. We understand that many shooting ranges today won't allow you to draw your handgun from a holster, engage in rapid fire or move in relation to the target. Do some research and ask your local ranges about renting out the entire range for some private instruction. Your local range may be able to hook you up with a local instructor who "gets" what you and your team are looking to accomplish. We'll detail the key training areas that your trainer can focus on; remember this is not concealed carry training; it's the training necessary to actively engage a violent attacker. Here are some areas of preparation to consider as you look to develop your shooting skills.

- Practice at twenty-five feet, not yards, and closer; my team normally practices at fifteen feet. Most engagements will occur at less than twenty-five feet so you'll need to become an expert shot at close range and under stress. As you develop your training regimen try to add stress whenever possible. During many of our range instruction sessions where we focus on engaging a threat, our students tend to treat

the session like they're target shooting. To add some stress to the session we use timed turning targets. We start the students at the high ready position, turn the target for a fixed amount of time and have the students engage the target. The ideal flow for this exercise is for the student to take their firearm rapidly from the ready position, to their shooting position with arms extended and fire immediately with no



take their firearm rapidly from the ready position

hesitation and no aiming. Do you know what typically happens? Their shots are either as accurate or more accurate because the self-imposed stress of lining up the sights and aiming has been eliminated. Their shooting flows from the muscle memory of proper sight alignment and repetitive action. This is called “instinctive” shooting which can only evolve through practice.

- Use full size human silhouettes for your practice sessions; you can buy them in bulk online. Full size human silhouettes are the only way for you to gauge how well placed your shots are in relation to a full sized human. You'll be very encouraged to see the majority of your shots falling within the area called the “center mass” which is basically the chest. Patch the holes in your target with masking tape, re-use them and practice some more.
- If your only option is your neighborhood range, ask to rent all of the lanes for your team sessions. Typically, each lane is divided from its neighbor by some sort of a wall so if the equipment allows shoot while you are nestled up against one side of the lane like you are shooting using a door jamb as cover. Peek around the corner and engage the target by shooting two rounds in the center of the chest and one round in the head. Shooting is a skill that benefits from practice, so practice a lot. It's also fun. The accuracy and the speed at which you take the first

shot is crucial. A great deal of practice is required to successfully develop a skill; this first shot hit is a skill you need to master.

- To begin your shooting session at the range start from the high ready position, extend your gun quickly to eye level and fire. At twenty-five feet or closer a full size silhouette target is huge. A hit in the center mass region (chest) should be simple and repeatable. Contract your arms back to the high ready position and repeat. Keep repeating this exercise and increase the speed of target acquisition and firing. Don't take time to line up the shot and aim just shoot. In an emergency situation where there is a bad guy with a gun you must engage the bad guy rapidly without allowing him time to respond. In the event that several well placed shots to the bad guy's torso do not appear to have an effect then you'll need to move to a new target; the head. The head is much smaller but ultimately the most vital aiming point. You may need to take a split second to aim for the head shot but regular practice will sharpen your focus and your ability. We practice head shots on a regular basis to keep our skills sharp in the event the bad guy is wearing body armor.
- There's a concept that we're all familiar with but may not understand clearly; called the Action versus Reaction paradigm and it's been demonstrated by street corner sleight of hand artists to part you from your money and by scientists in their investigation of how the brain works. Take a dollar bill and lay it on a table, ask someone to hold their hand about a foot over the bill while you hover your hand above theirs. Instruct them to attempt to grab the bill as soon as they see your hand move. Then immediately sweep your hand down to swipe the bill before they are able to react. 99.9% of the time your action of grabbing the bill will beat their reaction by what seems to be a wide mark. This concept is used in the world of self-defense to give the good guy a slight advantage in a situation which appears to be stacked against him. In our bill grabbing demonstration the person with their hand closer to the dollar appears to have the advantage however due to the surprise action of the second hand the reacting individual must first see the hand move, send an impulse to the brain informing it

of said action and then respond to that action by sending a reaction message to the hand; too late. The same is true in our bad guy example. If a bad guy has his weapon pointed at a victim or you then you need to move laterally (usually) so the bad guy's brain needs to process a reaction to your action. This lateral movement may give you a small window of opportunity to engage the threat before he can respond to your action. So how do you practice lateral movement? If the shooting range will allow it you can set up a target either in the lane to your right or left and on command move laterally to engage the target as you move to a shooting position. Practicing lateral movement on a live shooting range can be especially difficult. The entire range except for the shooter and a range officer/instructor must be empty. The range officer/instructor must be in close proximity to the shooter at all times. This is done on a hot range which means the shooter will have a round chambered in his firearm, be positioned in either a high or low ready position to await the command to "Engage". At that time both the shooter and range officer/instructor will move laterally and the shooter will engage the target when in a proper position. The range officer/instructor must control the range to ensure that the shooter follows all safety rules and is in a safe position when he begins to fire. Later in this chapter we'll discuss the use of Airsoft guns for scenario training exercises. The concept of lateral movement is perfectly suited for an Airsoft encounter to sharpen your skills and movements.

- What if your handgun goes click when you pull the trigger? Your firearms instructor should be well versed in the process for clearing a malfunction and returning a handgun to action. This is a topic that most of us ignore and don't practice enough because our modern handguns hardly ever malfunction. That may be a fact but what if? Here's what we can do. We recommend using A-Zoom Snap Caps as a training tool. These snap caps are often referred to as "dummy" ammunition. These look alike rounds have the same feel as real ammunition and are machined out of solid metal. All of our clients are encouraged to use these snap caps to practice loading and unloading their firearms before they ever step foot on the range with live ammunition. We recommend that each of the armed security members purchase these snap caps

for their carry guns and practice with them. For use in a malfunction drill, the range master/instructor will instruct shooters to load several of their magazines with six to ten rounds including one or two snap caps at various positions in their magazines. The security team should then mix up their magazines so they will be surprised when the dummy round is chambered and does not fire simulating a malfunction. Begin your range time and when a failure to fire malfunction occurs follow these steps: Begin in the “high ready position”.

- 3.** Give the magazine bottom a good “Tap” with your off-hand to insure it is seated firmly in the grip of the pistol. Magazines which are not properly seated in the firearm are one of the most common causes of firearm stoppages.
- 4.** Firmly “Rack” the slide to eject the unfired, jammed or misfired round, this should clear the stoppage and load a new round into the chamber.
- 5.** “Assess” the situation; it’s possible that the danger is no longer a threat so follow the procedure described in the section on drawing from a holster to come back to a high ready position, look right, left and behind you to assess the risk. While you are on the range go ahead and go through the process of clearing the malfunction and fire the next shot so you’ll understand the steps and see what it’s like to clear a stoppage and re-engage under stress.
- 6.** If it’s a more complicated malfunction quickly seek cover to investigate the stoppage and stay out of the line of fire.
- 7.** Proper maintenance of your firearm is also crucial for preventing malfunctions.

Reloading

Reloading your pistol is also a vital skill to practice. You might be thinking “*Hey we know how to reload our guns*” You may know how to reload your pistol but we’re going to share some tips and techniques that will allow you to become more effective. Let’s touch on a couple scenarios for reloading your firearm; one is because you’ve shot every round in the magazine and the slide has locked back. This is called an Emergency Reload or Slide-Lock Reload.

The second reload type is called a Tactical Reload with or without Retention. A tactical reload can occur when you've been engaged in a gun fight and there is a pause in the engagement or while moving. How many shots have you fired? Under the stress of a gun fight most of us will not have an accurate count of how many rounds we have left in our gun. Eject the magazine, either grab it to save whatever rounds are left or let it drop and insert a full magazine so if the engagement resumes you are fully reloaded. The Emergency Reload is what we're going to detail here as most of us engaged in a gun-fight will continue to fire until we run out of ammunition and are forced to reload thus the emergency reload

The Emergency Reload is an essential skill to master. Several of our members shoot in competitive pistol leagues that require loading fewer rounds in our magazines to necessitate an emergency reload as part of the competition. Practicing this skill may save your life. Is your church's armed security team going to carry an additional magazine? Many who carry concealed do not carry an additional magazine on a day to day basis. Our recommendation is that your team carry at least one additional magazine.

Next we're going to examine the basic steps required to quickly and efficiently reload your handgun along with a tweak developed by one of our instructors. Here we go:

1. When you fire your last round the slide locks back, depress the magazine release button which is usually located on your off-hand/support hand side. As you begin the process of reloading bring your firearm into the high ready position so you don't find yourself looking down while you reload your firearm. If you look down at your firearm you will lose sight of the bad guy who may be changing position or moving. The typical procedure used for an emergency reload is simple; move your grip hand into a position where the thumb of the grip hand can depress the magazine release button to drop the magazine. Now look at your grip hand, did you have to adjust your grip in order for you to reach the magazine release button with the thumb of your grip hand? If you needed to adjust your grip we believe that this adjustment could lead to a disaster. What if your hand is covered in blood or is wet? Your pistol could slip out of your hand and you could drop

it. What if the bad guy closes in on you? Could he knock the gun out of your hand if you do not have a secure grip? And after you insert the new magazine you have to re-adjust your grip before shooting. If you have to move or adjust your grip hand in order to eject the magazine; don't do it!



Try this instead. When the slide locks back, take your off-hand or support hand thumb and punch the magazine release button to drop the magazine. Your off-hand is right next to button, the action of punching the magazine release button is much more direct than the side-ways action of the thumb on your grip hand.

- 2.** In using your off-hand, your grip remains secure. We teach that once you acquire a proper grip on your handgun that your grip hand **NEVER** comes off the gun. Every action involving loading and reloading, racking the slide and clearing malfunctions is done with your off-hand. Try it. You may be surprised to find out that it is easier and faster than your current procedure for reloading.
- 3.** Once the magazine has been released your off-hand will move to draw the extra magazine from its location (we recommend with the bullets pointing forward) and inserting it with a positive action; don't be gentle, slam it home.
- 4.** Now with the new magazine seated firmly into you pistol how do you release the slide that is being held open by the slide stop lever? No; you do not press what you may have heard is the slide release. There is no part called a slide release on your pistol there is only a slide stop lever. Many individuals push down the slide stop lever believing that it is the proper way to release the slide back into battery. They are mistaken and here's why. In a stressful situation the action of you trying to find and press a relatively small lever is a fine motor skill. During stress fine motor skills go out the window. There is a quicker and more positive

way to release the slide. After your off-hand inserts the magazine it needs to come to the top of the slide, grip it, rack it backwards and release. This action of bringing the slide to the rear a fraction of an inch and then releasing it will positively affect the energy of the slide moving forward into battery. So when you practice on the range NEVER use the slide stop lever to release the slide. Practice reloading drills at home with the A-Zoom snap caps in your extra magazine to simulate real rounds being chambered.

The training concepts shared above are not inclusive; there are other valuable practice methods that are valuable to learn and practice. That's where finding a qualified and insightful firearms instructor is the key to your team's shooting skills development. But please keep it real. Don't fall for the "everyone needs to learn how to shoot between their legs while rolling around on the floor" garbage that is being promoted by so-called tactical trainers. You don't need it. You and the armed security team need to:

- 1.** Focus on firearm safety – review before every training session
- 2.** Practice loading and unloading your firearm safety with snap caps
- 3.** Practice the proper procedure for performing an emergency or slide-lock reload
- 4.** Learn the proper steps for handgun presentation from a holster and practice until it becomes smooth and natural
- 5.** Practice "instinctive" shooting skills, muscle memory sight alignment and shooting
- 6.** Practice shooting around barriers, which in real life will be door jambs and walls
- 7.** Practice shooting with lateral movement, start off slow and steady
- 8.** Practice, practice, practice

Tactics

Our hope is that you and your team will be able to find a firearms trainer who would be willing to modify his training format to make it more applica-

ble to use in your church. The most useful instruction for learning what to do when is called Force on Force training. Force on Force scenarios, where the instructor pits one or two individuals against another person or two, is an eye opening experience for most of us. This Force on Force engagement is incredibly valuable because you'll be able to set up the scenarios and situation in your own church facility. This is the grown up version of cops and robbers that we played as kids. The Force on Force experience typically uses airsoft guns which are available as gas operated semi-automatic pistols. These guns shoot 6mm Airsoft plastic pellets which, you'll discover, do sting. The Airsoft guns feel and function just like whatever brand real gun they are modeled after. Our team likes to use the ones fashioned after the Glock line of pistols for obvious reasons. The goal of the training is for your team to take out the bad guy without getting shot. This exercise is different than the Force on Force training that many concealed carry schools promote. Our scenario is action orientated not defensive or reactionary in nature. The church security team is heading toward the sound of gunfire, drawing their guns before seeing the threat and aiming to end what could already be a bloody encounter. The tactics, for entering a room already occupied by the bad guy, are going to mirror the tactics used by dynamic SWAT entry teams except we won't have the body armor and heavy weapons. Dangerous you bet; but necessary none-the-less.

Conclusion

In a nutshell it is going to require dedication and hard work to become and remain a member of the armed security team. We commend each and every one of you who is willing to put the safety of others above their own. Here's a classic verse of scripture that speaks directly to Jesus laying His life down for his friends as told to His disciples. It is the example above all examples of how we should sacrifice for our friends and family. ***“There is no greater love than to lay down one's life for one's friends”*** John 15:13 NLT. However, given the choice I'd rather take the words of General George Patton to heart when it comes to fighting a bad guy. ***“The object of war is not to die for your country but to make the other bastard die for his.”*** General George S. Patton. Re-

member, that the object of your security team's diligence and fervor is not to sacrifice their lives but to stop this violent threat by any and all means necessary and survive. This training will sharpen your skills and focus your mind in order to overcome any adversary.

Let's review; the bottom line for everyone who carries a firearm to use to defend themselves or others. If you are required to use your firearm to defend yourself or others against an IMMEDIATE threat, then you must refrain from continuing to shoot the bad guy once he is no longer a threat. For instance, you cannot continue to shoot the bad guy once he is on the ground and no longer a threat to you. Continuing to fire at him, unless he is reaching for a weapon, is against the law. You will go to jail. Once the bad guy is no longer a threat, change your position in relation to him, get behind cover, look for any other threats and keep your gun trained on him in the event he continues to fight. Someone on your team should have called 911. If safe have someone begin to render aid and evacuate anyone who is injured. Do not approach the bad guy, kick his weapon out of reach and keep a firearm trained on him. When the police arrive follow their instructions. If your gun is not holstered follow their commands regarding your gun. They are responding to a call of a man with a gun, you are a person with a gun. Do not make any sudden movements with your hands or move toward them. If they ask you to drop your gun, drop it. Don't attempt to lay it down, drop it. Everything will be OK if you follow their directions. There will be an incredible amount of noise and confusion. You may feel sick; it'll be OK. You and your team have saved the day; congratulations! Thank you for your commitment and courage in the face of great evil.

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Thank You

The Countermeasure team thanks you for stepping up to the plate to learn more about making your church a safer place. Security is a process which won't happen overnight. Please stay vigilant, pray for your church and your team.

You also need to understand that we've only looked at the big picture. How secure is your children's area? What kind of safe-guards are in place to keep the wrong people from prowling those areas? Are the teachers and aides trained on evacuation procedures for their students? We hope to address the topic of specific security requirements for children's areas soon. Protecting our children is the main driving force for our team. Let us know if we can help.

Please don't tell my security team but my hope and prayer is that we become more than just a security team. I'm praying that we draw closer together, continue to pray for each other and grow spiritually. Some team members weren't involved in any other areas of ministry but security has been a good fit for them. I'm so very proud of their commitment and love for our church family.

The words of Jesus strengthen and empower me *"I am the good shepherd. The good shepherd sacrifices his life for the sheep"*
John 10:11

Jesus cares for me and sacrificed everything for me; how can I do less?

Bill Worth

Bill Worth

YOUR CHURCH: THE SOFTEST TARGET IN AMERICA



Additional Resources

Vulnerability & Risk Assessment

Your facility will be assessed by our team on-site or remotely through a virtual walk through to develop a training model and recommendations specific to your current situation.

Live or Webinar Custom Training

Personalized training for ALL your volunteers, parking lot crew, greeters, ushers, security team, children/nursery staff and church employees tailored to your specific situation and presented live at your facility or remotely as a Webinar.

Security Consulting

Your concerns will be addressed directly by our team of experts. They will create a custom plan of action and help you implement that plan to drive your overall security goals.

Learn How to Make Your Church a Safer Place at:

www.safechurchtraining.com

Or email Bill Worth directly at:

billw@countermeasureconsulting.com

