



PATTERSON PARK CHURCH

Prevention of Child and Youth Abuse Policy Revised: September 2019

Vision

The leadership of Patterson Park Church is committed to providing an environment which is as safe as possible for children and youth who attend the Church or any sponsored programs or activities. The ultimate goal is to glorify God and we do so by providing a safe and caring environment for those He has entrusted in the care of PPC. The goal of this policy is not to foster an environment of distrust, but rather one of assurance to those serving and those placing their children in the care of PPC.

Guiding Principles

- By fostering awareness of appropriate, as well as inappropriate behaviors in the presence of minors, Patterson Park Church, as part of the body of Christ, will demonstrate Christian love and respect for one another.
- Leadership recognizes that certain people have exceptional talents for teaching and supporting the growth and development of Patterson Park Church's children and youth, and we wish to encourage them to use their spiritual gifts. At the same time, however, we have set certain criteria on those who choose to serve in this capacity, so as to protect the well-being of our children and youth.
- Our intent is not to be judgmental, for we are all accountable to God. We rely on God's wisdom in developing, implementing and carrying out His will through this policy and procedures. Compassion and truth will be the guiding forces for any investigation, reporting or follow-up action that results from the procedures as outlined in this policy.
- In the context of these procedures, the words "worker" or "workers" can mean any of the following individuals who provide services or work support for the care and oversight of a minor in a ministry activity or event of Patterson Park Church.
 - Any full-time or part-time paid employee of Patterson Park Church
 - Any self-employed individual (i.e., independent contractor or 1099 contractor) who provides such care and support
 - Any volunteer, no matter of their age, who is not compensated for their services
- Adult volunteers who have not been approved and accepted as a children's ministry worker and volunteers under 18 years of age may be allowed to serve as assistants under the direct supervision of an approved adult worker. Direct supervision of an assistant means the approved adult worker provides tasking and maintains full-time observation of the assistant's activities.

Enlisting and Screening Workers

- Individuals considered for a position in the preschool, children and youth areas of ministry must be faithful attendees of Patterson Park Church for a minimum of six

months before serving in these areas, with the exception of assistants under the direct supervision of an approved adult worker.

- All workers must be 18 years of age or older. Younger persons may assist adults, but they may not take the place of adult workers. The Church may employ responsible teens (under the age of 18 years) in nursery or other positions with and under the direct supervision of an approved adult worker
- All paid employees and volunteers with preschool, children and youth will complete the following Preschool, Children or Youth Worker forms and training:
 - Ministry Volunteer Information Sheet (available at pattersonpark.org/forms)
 - The Authorization for Background Check
 - Ministry Safe Sexual Abuse Awareness Training
- All workers will be asked to provide personal and church references on the above-mentioned Ministry Volunteer Information Sheet.
 - References must be individuals who have observed you in a professional or volunteering capacity, ideally involving children.
 - If an individual is a new Believer and has no church history, they will be asked to wait one year before being eligible to serve in ministries for children, youth, or vulnerable adults. They may still serve in other areas of the church (i.e. hospitality, worship, etc.)
- Individuals who have been arrested for, charged with, under probation for, or convicted of either sexual or physical abuse cannot be used to serve nor will they be employed for any Church sponsored activity or program for preschool, children or youth.
- Workers will be allowed to review his/her criminal records check and transcript at the Church, but under no circumstances will the Church allow the worker to retain and/or copy his/her transcript.

Worker Conduct

- Under no circumstances is a worker to be alone with a child behind a closed door. Two adults or an adult and approved teenage assistant must always be present in each room where children are present.
- Workers must always wear their assigned name tags while on duty.

Appropriate Physical Touch

Appropriate physical touch may be fitting at times to calm a restless child, redirect their attention, comfort them when they are scared, or communicate God's love and care. It should always and only be used for the benefit of the child and never to meet the needs of the adult. Below are general guidelines for appropriate physical touch in children's ministry:

- Adults must always remain the sight of other adults.

- Only touch children in “safe” areas and for a brief period of time. “Safe” areas include hands, arms, shoulders, upper back, or gentle pats on the head.
- Never touch a child in region that is private or person, except when assisting with a diaper change or restroom break.
- Physical touch should never be employed in a moment of frustration, anger, or discipline.
- Children under 5 are permitted to sit on an adults lap.
- Adult and youth volunteers should never wrestle or “rough-house” with children.

Disciplining Children

- Acceptable means of correcting or redirecting inappropriate behavior may include:
 - Correcting verbally
 - Withholding privileges or activities for a brief time
 - Separating the child from the situation
- Physical restraint is never an appropriate form of discipline. There may be an instance where it becomes necessary when a child’s behavior becomes a danger to themselves or others. In this instance the Pastor of Family Ministry should be notified immediately, as well as the parents. The parents will be asked to remove their child and the child cannot return to their classroom until the Pastor of Family Ministry approves of their re-entry.

Restroom Breaks and Diaper Changes

- Parents of preschool-age children are encouraged to change the diapers of their own children before church or at the time of check in. If a parent does not want a worker to change their child’s diaper they need to specify this on the Child Sign in Sheet. Parents who expect workers to change diapers are encouraged to supply the diapers.
- The applicable Coordinator shall prescribe, and communicate to the workers, precautionary measures for dealing with dirty diapers, blood, vomit and the like, such as the use of protective gloves. Any items needed for the precautionary measures will be provided by the Church.
- Either men or women may change diapers if it is done in the open and not behind closed doors.
- When a worker assists children to the bathroom they should stand at an open door of the bathroom making sure the children are safe. Only when necessary should a worker assist a child. When a child is taken to a bathroom a leader must check the bathroom before the child is permitted to enter to ensure it is safe.

Classroom Conduct

- Whenever possible the door to classrooms must be kept open or, in the case of rooms with Dutch doors, the top half of the door should be kept open.
- Classes should remain in their assigned spaces. If there is to be a change, the applicable Coordinator (Nursery or Children's) or the Pastor of Family Ministry must be informed of and approve the change.
- Each room must maintain a Child Sign-in Sheet. Any special information or instructions provided by the parent should be written on this form. This sign-in sheet should be taken with the class in the event of a fire or other emergency requiring the evacuation of the room so that attendance can be taken after the evacuation.
- Care should be taken by workers so that young children do not leave the ministry activity unattended.
- Classroom doors must never be locked while occupied. Teachers must follow the Emergency Evacuation Route that is posted in the classroom whenever an emergency evacuation is required.
- Two workers must be in all preschool rooms at drop-off and pick-up times. If one of the workers has not arrived, the worker should ask a parent or coordinator to stay in the classroom until the other worker arrives.

Receiving and Dismissing Children

- Children's Ministry facilities open fifteen minutes prior to Church meetings and services. Parents are asked to pick up their children immediately at the close of each session. Sometimes even the most well-adjusted child will become anxious if he/she is left after the other boys and girls are gone.
- Only the appointed and enlisted workers are to be in the classroom with the children.
- All first time guests with Children up through fifth grade must fill out a Family Registration Form at our Children's ministry Check-in desk in the lobby. Each families' information will then be entered into our ACS check-in system and name badges and claim checks will be printed for them. After the first week, the family will be able to get name badges and claim check by checking in at one of our Check-in Kiosks because their information will already be into the system.
- Children will be checked-in at their classroom by the teacher on their Child Sign-in Sheet, so that in case of an emergency/fire drill, the teacher can take the roster with them when they leave the classroom to ensure they have all children out of the building.
- Parents will pick up their children by showing their alpha/numeric claim check to their child's classroom teacher. If a parent does not have a claim check alpha/numeric number that matches their child's name badge, the teacher is required to get a Children's Coordinator or Pastor to verify the child does belong to the person picking

them up. Children may be picked up by another person as long as they show a matching alpha/numeric claim check and are 6th grade or older.

- Volunteers will REMOVE and DESTROY a child's labels before children leave their classroom. This will prevent strangers from referring to the child by name and potentially luring them away from their parents.
- A parent or guardian must be in the building while a child is checked in on Sunday mornings.
- With infants to second grade children, only a parent or other person specifically designated by the parent and known to the worker may pick up children. Parents will be requested to provide the applicable Coordinator or the Children's Ministry Lead Coordinator with any special information regarding a possible child custody dispute where leadership should pay particular attention to who picks up the child. Third and fourth-grade children may be released without being picked up by a parent or other designated person if the parent provides written permission to do so. When the parents must pick up a child, the parents shall do so immediately after the service and before going to other activities.
- Children up through the fifth grade shall wear a name tag to allow easy identification.

Communication with Parents

- Workers will attempt to keep open lines of communication with parents
- Parents must fill out a Children's Ministry Family Registration Form for each of their children who attend more than three times. Immediate registration is encouraged. The registration form will include information on special needs, disabilities, continuing medications and will be updated as requested by a parent.
- Parents are temporarily allowed to observe their child's class, particularly if this helps the child feel more at ease. They must first gain approval from the appropriate coordinator and the parent cannot take the place of another approved worker. In certain circumstances, the Coordinator/worker may tell the parent that his or her presence may be disruptive to the child and an alternate observation could take place by viewing the classroom through the Dutch door.
- Parents will be given a copy of the Children's Ministry Parent Handbook at the beginning of each school year and may request an additional copy by emailing ppc@pattersonpark.org.
- Parents are advised to report any concerns to the applicable Coordinator or the Pastor of Family Ministry regarding a classroom situation and may rest assured that their report will be received and acted upon without prejudice.
- Children must be picked up from their classrooms no later than ten (10) minutes after the service is over unless special arrangements are made, with consent of the workers concerned.

- Parents are encouraged to change diapers and take children to the restroom before class and between services to avoid problems during class.
- PPC is committed to providing a safe and healthy environment for all children and workers. To this end children who have experienced any of the following symptoms within a 24 hour period will not be permitted to join their classroom until all symptoms have disappeared:
 - Fever, vomiting, or diarrhea
 - Any symptom of scarlet fever or German measles, mumps, chicken pox, or whooping cough.
 - Common cold – from onset of symptoms to one week after
 - Sore Throat
 - Croup
 - Lice
 - Any unexplained rash
 - Any skin infection such as boils, ringworm, impertigo
 - Pink eye or other eye infection
 - Thick green, yellow or constant nasal discharge
 - Any other communicable disease

Staffing Policy

- There must be a minimum of two (2) qualified workers assigned to each class at all times.
- The ratio of workers to children will never be less than 1:7 for preschool classrooms and 1:9 for school age classrooms.
- There shall always be a Coordinator on duty while class is in session who will make roving checks of all classrooms. The checks will be on an irregular basis so that the time of the visit cannot be predicted from week to week.
- Coordinators will make provision for last-minute replacements of a worker who cannot be present on a given day. If the required number of workers cannot be obtained, the class must be cancelled or combined with another class.
- Occasionally the coordinator may ask a parent to substitute for a worker who is unable to serve in their child’s classroom. The parent must have completed the requirements for adult volunteers, as outlined in the “Enlisting and Screening Workers” section

Youth Leader Specific Guidelines

Staffing

- A minimum of two (2) adults who have completed the required screening and training must be present for all youth events. A specific ratio of youth to adults is not recommended, but should be appropriate for the event. Two leaders must remain present until each child is picked-up or dismissed from the event.

- In the case of overnight events (example: youth retreats) a minimum of two leaders must be present in each cabin/room.
- A leader should never meet one on one with a student of the opposite sex.
- Under no circumstances is a leader allowed to pursue a dating relationship with a student.

Overnight Trip Rules

- A minimum of two (2) adult leaders who have completed the required trainings are required in each room.
- Written Permission and Medical Consent and an Activity Participation Agreement must be completed prior to the trip.
- Parent chaperons must complete be properly screened (see Enlisting and Screening Workers section) prior to chaperoning a youth overnight trip.

Guidelines Regarding Church Facilities

- Parents are notified once a year by a special mail-out requesting that they adhere to the following guidelines:
 - Always accompany their children to the restroom
 - Do not allow their children to wander around the Church facilities unaccompanied.
 - Discourage their children from leaving the worship service unattended.
 - Accompany children to children and youth programs and activities.
- Church ushers Security team members, greeters, and Welcome Center staff have been instructed to be observant of the access to restrooms by minors during worship services. If someone observes that an adult or older minor enters the restroom while a minor is still in the restroom, the observer should enter the restroom, or request another person of the appropriate gender to enter the restroom, if the minor does not exit under a normal time frame.
- Church ushers and Security Team Members have also been instructed to be alert for minors leaving worship services or wandering around Church facilities unaccompanied. If the ushers feel that the minor has no valid reasons for leaving the service, the usher will confront the minor and direct him or her back to the parent or supervised activity. One security team member has been assigned the responsibility to roam throughout the Church facilities while worship services are being conducted to look for wandering minors.
- The Church facilities staff have been instructed to lock all vacant rooms that are not being used during normal Church activities. They have also been instructed to report any unusual circumstances where a minor might be present.

Communication and Social Media Guidelines

Social media is an undeniable force in our new global and connected society. Social media presents incredible opportunities, but poses great risks.

Patterson Park Church is committed to safeguarding children from harm, exploitation and abuse. Part of this commitment means following communication and social media guidelines that place the safety, protection, and best interest of the child first and foremost in everything we do and post online.

The aim of this policy is to promote good practices that provide children and young people with appropriate safety and protection in the care of PPC staff and volunteers. For the purpose of this policy, children are defined as anyone under the age of 18.

Taking Photos

Photos should be taken out in the open, in public spaces and never in private. Best practice recommends only taking photos of groups of children rather than individual children and only after requesting permission to take their photo.

Social Media and Posting Photos

PPC cares deeply about the minors we serve. All decisions must be made with their well-being at the center. For this reason, it is prohibited for any volunteer to post any video or photo of a minor to any social media site, except private group pages (invite or password required) that are not accessible by the public.

Communications with Minors

The ethical behavior that we expect of all staff and volunteers in their interactions with minors must extend to all forms of communications, including the virtual/technological world. The following principles contribute to the establishment and maintenance of healthy boundaries. Adults should not send “friend” requests to minors or youth. If a student from a PPC sponsored ministry reaches out and initiates the “friend” request, staff or volunteers may choose to accept or deny the request.

All communication between students and staff or volunteers must be open and transparent. Care must be taken to avoid falling into the role of “surrogate parent” in all circumstance. A parent or caregiver should never have cause to be concerned about staff or volunteers interfering with the primacy of the parent or caregiver. No personal/private conversations should be had between staff or volunteers and a child. In extenuating circumstances, permission to have personal conversations may be granted if:

- The parent(s) or guardian(s) deems it beneficial for the overall health and well-being of the child.
- The ministry leader is informed and supportive of the relationship.
- The child affirms the relationship as positive and helpful.
- The staff member or volunteer commits to include the parent(s) or guardian(s) in all communication between themselves and the child.

Prior to any communication with a child, staff or volunteers should have the same level of communication/friend status with the child's parent(s) or guardian(s). To prevent triangulation and to encourage healthy relationships, staff and volunteers should close the communication loop and notify the child's parent(s) or guardian(s) of content of any private communication had with a child. In summary, if you accept a friend request from a child, you must friend their parent(s) or guardian(s). If you communicate online with a child, please include their parent(s) or guardian(s) in all communication.

To protect both the adult and the minor, communications with young people must not be excessive (no more than 30 minutes per day) and/or occur with improper frequency (no more than twice per week), at inappropriate hours (during the daytime only – not after 9pm or before 8am) or in private (not on disappearing social media platforms like Snapchat), no matter what medium is used. If a child texts you after hours and it's not an emergency (the threat of someone's life – their own or another's, self-harm threats, clearly illegal activities) wait until morning to reply. Video chatting with a student is strongly discouraged.

Staff and volunteers must always distinguish between "being friendly" and "being friends" with minors. Minors are not the peers of adults and should never be allowed to become overly friendly or familiar with staff or volunteers.

In all interactions with minors via the internet, staff and volunteers should model and inform healthy relationships between adults and young people. Establishing and adhering to healthy boundaries provides a model that helps young people more quickly recognize when an adult on the internet engages in behavior that is divergent and report it to their parent and/or other trusted adults. Therefore, all communications with minors must reflect appropriate content and be Christ-centered.

To help achieve these purposes, consider that electronic communication with minors should always be "TAPed": **Transparent** – maintain openness, visibility and accountability; **Accessible** – consider all electronic communication to be a matter of record; **Professional** – use correct grammar and tone, choose appropriate subject matter and choose words that are courteous.

Reporting and Investigations

Definitions

- An "incident of abuse" means any occurrence in which any person:
 - Has threatened or inflicted physical injury upon a child, youth or vulnerable adult, other than by accidental means, or is reasonably suspected to have done so.
 - Commits or allows to be committed any sexual offense against a child, youth or vulnerable adult, or engages in any sexual contact with a child, youth or vulnerable adult, or is reasonably suspected to have done so.
 - Makes any kind of sexual advance, or makes a request for sexual favors, or engages in sexually motivated physical contact, or engaging in other verbal,

visual or physical conduct of a sexual nature, or is reasonably suspected to have done so.

Reporting Requirements and Procedures

- All workers must immediately report and document any incident of abuse or violation of the two-worker or open-door policy of which they have knowledge or which they have observed to the Pastor of Family Ministry or another available pastor. Any person making such a report must keep the information strictly confidential.
- The person reporting an incident of abuse should contact:
 - The Pastor of Family Ministry if an incident of abuse involves a child (or another pastor in his absence)
 - The Youth Pastor if an incident of abuse involves a youth (or another pastor in his absence)
 - The Pastor of Family Ministry if an incident of abuse involves a vulnerable adult (or another pastor in his absence)
- The reporter should inform him or her of all relevant facts with respect to the incident of abuse. Upon receiving a report of an incident of abuse, the person receiving the report, together with the reporter, should complete the written Suspicion of Child Abuse Report (available at the Children's Ministry Welcome Desk). However, in all cases where the alleged wrongdoer is the person to whom a report should be made, he or she will be considered absent for purposes of this reporting procedure.

Imminent Threat

- In all cases where an imminent threat of continued or additional abuse exists, any witness should immediately contact the closest pastor/Church leader on call at Patterson Park Church and request that the pastor/Church leader take immediate steps to ensure the safety of the alleged victim. After the safety of the alleged victim has been secured, the person witnessing the incident of abuse should complete a written Suspicion of Child Abuse Report, which can be found at the Children's Ministry Welcome Desk.

Obligation to Report to the Child Abuse Investigators

In all cases where any child or youth worker has reasonable cause to believe that a child or youth, known to the worker in an official or professional capacity, may be abused or neglected, the worker should contact the Pastor of Family or Student Ministries, or any PPC elder. This reporting includes questionable behavior (overly flirtatious behavior, shoulder massages or other intimate acts, etc.) and/or possible offenses (observing actual or possible evidence of abuse, like abrasions, lacerations, etc.).

Mandatory vs. Permissive Reporters

It is important to distinguish between mandatory and permissive reporters. A mandatory reporter may include social workers, teachers or other school personnel, physicians or other healthcare workers, mental health workers, childcare providers, law enforcement officers, and

domestic violence workers. Permissive reporters include anyone who is not a mandatory reporter, which would include most PPC volunteers.

The church has moral and ethical obligation to report any neglect or abuse, so if a volunteer suspects or witnesses or has knowledge of abuse or neglect, they must talk to the point of contact for that ministry – the Pastor of Family or Student Ministries – or to another PPC Elder.

If the person who witnessed or suspect abuse or neglect is a mandatory reporter, they must follow the guidelines and law established for mandatory reporters, including reporting to the police or Child Protective Services. At no time will a mandatory reporter be discouraged from reporting, even if their consultation with staff or leadership in the church results in a disagreement. It is important for mandatory reporters to know if they are required to report suspected abuse or neglect only in their professional capacity or if that mandate applies outside of your professional duties.

If the person who suspects or witnessed or has knowledge of abuse or neglect is a permissive reporter, they should contact the Pastor of Family or Student Ministries or any PPC elder. Because permissive reporters do not often have professional training or experience in recognizing abuse, they are asked to report first to the Pastor of Family or Student Ministries or a PPC elder to discuss the alleged incident. If reporting to Child Protective Services or law enforcement is deemed warranted after consulting with leadership, then this person must report the suspect or witnessed abuse. At no time will be the permissive reporter be prohibited from reporting, even if their consultation with staff or leadership in the church results in a disagreement.

Patterson Park Church will not tolerate any retaliation against a reporter who has reasonable suspicion of neglect or abuse.

Responding to the Suspicion of Child Abuse Report

When a pastor or elder receives a report of incident of abuse he will immediately take all steps necessary to ensure the safety of the alleged victim. After the safety of the alleged ictim has been secured and the report has been appropriately documented, the person receiving the report will:

- Immediately contact the parents or guardian of the alleged victim to inform each of them of the incident and will ensure that each parent or guardian has been notified. If one parent or guardian is the alleged wrongdoer, the person receiving the report will contact the other parent or guardian and inform him or her of the incident individually.
- Immediately contact the council of elders who will determine, within 24 hours, if there is a reasonable cause to believe the abuse occurred.
- Take all steps necessary to ensure the alleged wrongdoer has no contact with the alleged victim pending investigation.

- Take all steps necessary to ensure the alleged wrongdoer is barred from further work with children, youth or vulnerable adults pending the investigation.

Investigation

Having determined there is reasonable cause to believe that abuse may have occurred, the Chairman of the Elder Council will contact the attorney. The attorney will conduct the investigation under the supervision of a “Supervising Committee,” which will consist of the Pastor of Family or Student Ministries (if a minor is the alleged victim) or the Teaching Pastor (if the alleged victim is an adult), The Chairman of the Elder Council, and the attorney.

The Supervising Committee will ensure:

- That the investigation is kept strictly confidential and that all evidentiary privileges are maintained.
- That the investigation is thoroughly documented and that a confidential file is maintained.
- That all relevant witnesses are contacted and interviewed.
- That the interests of the alleged victim and alleged wrongdoer are protected during the investigative phase.
- That the attorney, within 72 hours of the report and in consultation with the Supervising Committee, reaches a conclusion whether there is reasonable cause to believe abuse may have occurred.

Conclusion of No Abuse

If the attorney concludes that there is not reasonable cause to believe the abuse may have occurred, the attorney shall provide a written report to the Elder Council of Patterson Park Church.

The written report must:

- Preserve the anonymity of the victim and the witnesses.
- Summarize the allegations and the steps taken to investigate them.
- Set forth the conclusion and the reasons supporting the conclusion.
- Set forth the temporary actions taken by the Supervising Committee and also set forth a recommendation of additional action to be taken by the Elder Council in response to the reported incident of abuse.

Upon the request of any member of the Elder Council, the attorney will meet with the Council to discuss the written report. The Elder Council shall have the right of access to the investigative file and the power to direct further investigation, if advisable. The Elder Council will also have the power to take all reasonable action it deems appropriate in response to the reported incident of abuse.

Conclusion of Abuse

If the attorney concludes that there is reasonable cause to believe abuse may have occurred, the attorney will provide a written report to the Elder Council and must meet with the Elder Council to discuss the report.

The written report should:

- Identify the alleged victim, the alleged wrongdoer, and all witnesses identified and contacted.
- Set forth the allegations and the steps taken to investigate the allegations.
- Set forth the facts revealed by each significant witness.
- Set forth the conclusion and the reasons supporting the conclusion; and
- Set forth the temporary action taken by the Supervising Committee and also set forth a recommendation of additional action to be taken by the Elder Council.

The Elder Council shall have the power to take all reasonable action it deems appropriate in response to the reported incident of abuse.

In addition, the attorney shall:

- Report the incident to the appropriate local law enforcement agency's child abuse investigators.
- Report the incident to all other appropriate governmental authorities.
- Send notice of a claim or potential claim to Patterson Park Church's general liability insurance carrier and, if appropriate, the sexual misconduct liability insurance carrier, as soon as possible, but in no event later than thirty (30) days after receiving the report of the incident or such shorter period of time as set forth in any applicable policy of insurance. The attorney shall also provide the carrier with all other information and cooperation such carrier shall lawfully require.
- Cause the crisis response plan to be implemented.
- Conduct all further investigations as directed by the Elder Council.

Crisis Response Plan

It is the responsibility of the Elder Council to formulate a crisis response plan.

General Guidelines

- Select a spokesperson (an Elder) to handle dissemination of information to staff, media and congregation. In his absence, one of the pastors will be the spokesperson.
- Have ready for release, a clear position statement stating Patterson Park Church's policy regarding sexual abuse of minors and established safeguards.
- Select an attorney who will be present with the spokesperson while answering any investigative questions from the police or social service agencies.
- Use text or prepared public statement to answer press and inform congregation. At all times, the privacy and confidentiality of all those involved must be strictly maintained.
- Church spokesperson shall keep in mind that information given to or obtained by news media may have a bearing on the Church's liability, so careful judgment shall be exercised.
- Anticipate media questions.
- If the spokesperson does not know the answer to a question, he shall simply state, "I don't know, but I'll find out for you."

Guidelines for Spokesperson

- Be prepared.
- Define strategy.
- Be candid and honest.
- Never say "no comment".
- Be clear, concise and in context. Do not answer more than what is asked. Do not volunteer information.
- Take notes.
- Do not ask for quote review
- Always respond to all calls and questions as quickly as possible.