

Introduction: Security Planning

In order to create increasingly aware Jewish communal institutions, one must develop and utilize a security plan. A sound security plan will leave an institution better able to thwart and, if necessary, recover from, a security breach. Remember: the best way to protect your institution is to prepare for and prevent an incident's occurrence in the first place.

A sound security plan in a Jewish communal institution is often as much a management issue as it is a technical one. It involves motivating and educating all staff, leaders and community members to understand the need for security and to create and implement a coherent security plan. In general:

- Professionals and leadership should assess the risks and realities of the institution to develop a security plan, seeking professional guidance if necessary. Of course, not all institutions encounter the same risk, but all encounter *some* risk. Most critically, leaders must make sure that security is part of an institution's culture (see "Security in Jewish Communal Life: Building Consensus" on page 31). At the very least, input on security should be sought from all staff (not only is their "buy-in" essential for a smoothly running plan, but they are also important "eyes and ears"). When planning or participating in events, everyone—ranging from the Board President to the custodial staff — must *think security*.
- Community members have an important role in ensuring the safety of their communal institutions. Leadership can help them understand their role in the plan. Community members should:
 - Be watchful, ready, and willing to report suspicious activity;
 - Know their building — report anything out of place, missing, or does not appear to belong;
 - Actively cooperate with security directions, check-in procedures and ticket policies;
 - Share ideas and suggestions about security and safety;

- Help create a culture that is both secure and welcoming;
- Support the board and professionals as they make the decision to create and implement an effective security plan.

Creating a Security Plan

While no guide can provide a security plan perfect for every institution, there are certain basic considerations all planners must take into account. This guide will help you understand and apply those elements. ADL continually publishes new information on security and encourages you to visit www.adl.org/security for new materials and updates.

Creating a plan, installing hardware and/or hiring additional staff are not the end of the process. Once the plan is written, make sure that all leaders, employees and constituents know it, practice it, review it and implement it. Regular training on, and review of, your security plan are critical to your institution's security.

Creating a secure environment is a three-step process: *Assessment, Planning and Implementation*. **You may wish to consult with your local police and/or hire a professional security firm for assistance in this process.**

As you read through these preliminary considerations, remember that many of these topics are discussed in detail throughout this manual.

Assessment

Identifying Potential Threats

- What does the news tell you about the current national and international climate?
- What do police tell you about the local climate?
- What does your ADL Regional Office say about extremist and anti-Semitic activity in your area?

- Is there something about your building or your staff that would attract a terrorist attack, such as high-profile programs, high-profile members or an extremely visible building?
- Are you at risk from collateral damage from an attack on a high-risk neighbor (e.g., political offices, controversial corporate offices, family planning clinics)?
- Are you at risk from employees or other “insiders”?
- Is your institution readily identifiable? The issue of signage is one to be decided by your lay and professional leadership. ADL takes no position on this issue.

Identify Targets for Protection

Identify what you need to protect (e.g., people, property and data) and what makes those things vulnerable. There are different strategies for protecting children, adults, property and data and your planning must account for these strategies. Note also that sometimes these things are related: the theft of a computer that contains membership lists and payment information can do great damage to an institution's reputation and the members' safety.

Relationships with Law Enforcement

One of the themes ADL emphasizes in this manual is the importance of developing and maintaining a working relationship with your local law enforcement agencies. At the very least, your local police department may have a crime prevention officer who will do an on-site security inspection and review your plan. Not only could this provide useful information, but it will help build a relationship with your local law enforcement. Your local ADL office can be helpful in initiating contacts with police or other law enforcement agencies.

Planning

Risk Reduction

Identify the most appropriate measures to reduce your risk, recognizing that you can never completely eliminate all risk. For example, an appropriate initial step might be to replace or re-key your locks to gain control over who has access to your building or office suite.

Command, Control and Communications

In any emergency, firm lines of command, control and communications are essential.

- It is vital that a decision maker be identified, that this person have the authority to act, and that the decisions can be effectively communicated to those who need to know them.
- It is also important to recognize that a designated decision maker may be unavailable during an emergency (he/she may be out sick or on vacation or even at lunch or away from the office for a meeting). **Thus, it is important to be able to quickly ascertain who is in charge at any given moment.** Consider having a “succession” list in the event of an absence, even a temporary one.

Explosives Planning

Planning should include creating and maintaining a bomb search plan and emergency evacuation plan.

► **This is an important time to contact and include your local bomb squad.** They will help you understand what steps you are responsible for implementing in a bomb emergency (for example, searching your premises) and when they will respond (many bomb squads will not come to a site until a suspicious item has been discovered). As many bomb squads do not allow individual organizations to contact them, communicating with your bomb squad may require that your request go through the local police department. This is yet another reason to develop a relationship with your local police department. Your ADL Regional Office can help in this regard.

Your evacuation plan should include ways to notify and, if necessary, evacuate everyone in your facility in an emergency. Designate a meeting point to ensure that everyone is safe.

- You should create plans that deal with the varied uses of your buildings. School days, high traffic events (such as the High Holidays) and days when the facility is not used all create different security circumstances.

Business Recovery

Planning should include business recovery strategy and a review of insurance. Such business recovery plans may include off-site data storage (including vendor and membership lists) and plans for emergency corporate governance, etc.

Available Resources

Work with security specialists, the police, other emergency services as well as your Anti-Defamation League Regional Office.

Implementation of a Plan

Accountability: The Security Manager

Designate a member of your staff as security manager who would be accountable for implementing, reviewing, and regularly updating the plan. Make sure everyone is trained to implement the plan — especially those who will be on the front lines of using the plan and those who know your building best: your maintenance personnel.

The security manager should be a member of the senior staff, yet he/she should have enough time to fulfill his/her security responsibilities, especially when first assuming the position (for, if as in most institutions, the security manager has no security experience and thus may have a significant learning curve to overcome). This person will also be responsible for continued training and for updating the plan.

Training Is Critical

Conduct communal and staff training, drills and role-playing and regular refresher exercises. Drills and role-playing ensure that the plan is workable, up-to-date, fresh in people's minds, and will develop sound security instincts. Security is a process, not a destination.

Implementation of a Plan

You and your security team must regularly assess your plan based on world, national and local events.

Build Relationships

At every stage, work to build relationships with your local emergency services as well as your neighbors. Get to know local law enforcement and get them to know you *before* there is a problem. Invite local police officers to use your gym, to join you for an *oneg shabbat* or just to visit your building and get to know it.

Review and Revision

Security requires constant reassessment and updating. A “stale” plan can, in many instances, be worse than no plan at all. We suggest that you establish a timetable for reviewing and revising your plan. Moreover, we suggest that you establish a training program that will help keep security skills fresh. (Please see section on Security Training.)

Security Committees

Your organization may benefit from the creation of a security committee. A security committee can help bring staff and leadership together to ensure that there is maximum “buy-in” to a security plan. Depending on the type of institution, professionals and leadership working together can help ensure that the institution’s wider constituency accepts the plan and thus complies more readily with implemented changes — something that can mean the difference between effective solutions and failure. Moreover, leadership can work to reassure constituents, without revealing too much, that the institution takes security seriously. Security planning is a process that may be undertaken by a security committee with the advice and consent of your board.

Small and Mid-Size Institutions

This manual is intended for institutions and budgets of all sizes. Remember: many of the suggestions included in this manual are no-cost or relatively low-cost ideas (e.g., using ushers, re-keying locks for key control, etc.).

Security ‘Philosophy’

Security is a long-term issue. It is not something that one can effectively address every time there is a new alert or increased sense of risk. Solutions hastily implemented under such circumstances can be costly and less effective than solutions

implemented as the result of careful planning. In other words, security is something to be addressed rationally and in a considered fashion, not reactively and out of fear.

Please remember, a security expert can help you fully examine these issues, and create a plan to implement.

Planning Snapshot

Security is a long-term process. No one plan works for everyone. However, depending on what is best for your institution, you may wish to consider the following. Remember, these topics are discussed in detail later in this manual.

- ✓ **Ensure that entrances to your building are monitored; no one should enter your building unscreened.** There are many ways to screen, including using ushers, volunteers, staff, etc. The installation of closed-circuit TV cameras, intercoms and door release systems can assist in this process. Your security plan should develop and implement policies to ensure that screening is ongoing.
- ✓ **Minimize the number of open entrances to your facility (consistent with fire codes).** A culture that promotes security consciousness allows staff and visitors to understand that minor inconveniences may translate into major security benefits.
- ✓ **Have all emergency phone numbers readily available.** While you should always try to use 911 first in any emergency, you should also have the phone number of your local emergency responders readily available. Have cell phones available to call emergency services from outside your facility (ensure that all local emergency numbers are pre-programmed into that phone).
- ✓ **Note:** *Do not use a cell phone or walkie-talkies during a bomb-related emergency as any instrument using radio waves may cause a device to detonate.*

- ✓ **Have a disposable camera available.** This way, you can take pictures (when it is safe to do so) that may assist police if a suspicious individual or car is seen.
- ✓ **Regularly inspect your building.** You should be able to quickly ascertain if something is amiss and help law enforcement if there is a problem.
- ✓ **Use the security devices you already have.** This may sound like a truism, but ensure that security devices are turned on and functioning, that outdoor lighting is working, that windows and fence lines are kept clear of bushes and that access to your building is appropriately limited and consistent with fire codes.
- ✓ **Think security.** Each person is a “deputy” in the effort to maintain proper security. Good security practice flows down from top management. It is important administrators share security information with their staffs and with lay persons to increase the security consciousness of the entire organization. Security awareness should be built on a broad base which begins at home, continues on to the street and public transportation and culminates with sound security planning and practices in the employees’ work areas. The key point is to recognize unusual activity.



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This guide is intended to help institutions become aware of basic security considerations. It is not intended to provide comprehensive, institution-specific advice on security matters nor is it meant to replace the advice of a security professional. For comprehensive, institution-specific security advice, a security professional should be consulted. ADL specifically disclaims any and all responsibility for, and is not responsible for, any loss or damage arising out of the use, nonuse or misuse of this information

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