Forming A Security Committee

DISCLAIMER:

The information contained in this document has been compiled and produced solely for the purposes of informing Jewish non-profit organizations as it relates to the formation of a security committee.

The information is the property of the Secure Community Network (SCN) and reflects the best efforts of SCN to provide answers to common questions regarding the formation of a security committee.

What Kind of **Security Committee** Are We?

A clearly defined set of policies that Federation Executives and Board Members understand and support will serve as the constitution of your Security Committee.

Whether your Security Committee is tasked with approving and initiating new or continuing projects or simply with raising awareness of security issues, it will be difficult to make rational and consistent decisions without written policies to fall back on.

(i) **SCN's Critical Infrastructure Protection Program** is designed to assist with guidance and direction when it comes to your physical security needs.

Have A Mission...
and A Mission Statement!

Committees cannot be effective without a clearly defined purpose and are typically tasked with one or both of the following missions:

Policies, Plans and Initiatives. Committees are tasked with creating , and implementing policies and initiatives. Such documents can and should include Access Control, Visitor Management, Crisis & Incident Response Plans, and Communications Plans. All polices and plans should be well socialized amongst the organization which will assist in both implementation, and enforcement.

Operations and Communications. Committees are also are concerned with obtaining security related information and ensuring that the congregants and members are well informed, well educated, and well trained. When setting up a Security Committee to handle operations and communications, leadership should consider the where they are obtaining their information, what type of information is urgent, how will that information be dissemination, and how well are members and congregants trained to respond.

Clearly Define the Committee's Objectives

Key objectives vary from organization to organization. A good starting point in order to "level-set" your organization is to determine the safety and security needs of your congregation and the facilities within your purview.

Best Practice Goals:

- Mission Statement
- Threat, Vulnerabilty & Risk Assessment
- Incident & Crisis Response Plan
- Communications Plan
- Access Control / Visitor Policies
- Training Programs
- Law Enforcement Relationships

Guidance Examples
for Organizations without a Security Director

At some point, your committee may determine that a facility requires a 'security upgrade.' The committee will need to determine if an assessment is necessary to determine the upgrades needed, the cost associated with it, and what steps need to be taken to ensure the upgrade fits within the budget allotted (i.e. bollards, access controlled entry/exits, alarm buttons, surveillance cameras, key fobs, etc).

Trainings

Training is an undeniably beneficial tool in any security program. In order to keep both committee members informed, educated, and resourceful in the case of an emergency, training is paramount. Consider offering trainings, including: Civilian Response to Active Shooter Emergencies, Usher Greeter Training, Situational Awareness, Stop the Bleed, CPR and basic First Aid to both the committee as well as the congregants and staff within your purview.

Finding the Right Members...
and Officers

Getting the right people to participate in and lead is another key to success.
Below are some characteristics to consider for your team:

Subject Matter Experts (SME)

As with most businesses, companies hire managers with experience and/or institutional knowledge in a specific field of focus. A non-profit organization, like a Federation, is no different. It is good practice to recruit a person with expertise and/or knowledge of security operations (i.e. law enforcement officers (LEO), military service members, emergency services providers).

Practical & Disciplined

With any new committee (or new member) comes a learning-curve or acclimation period. In order to have success with the formation, culture, socialization and the effective communications within, you will need to have practical thinking with a disciplined approach. Overreaction and unpracticed ideas are counter-productive to the success of a Security Committee.

Resourceful

Members should be able to identify and engage with resources that can further the needs of the Committee

Knowledgeable

Members should have an understanding of the continuity of the organization's operations.

Keep It Interesting
and Engaging

Too often, what was initially met with enthusiasm and passion gives way to boredom and monotony. Security Committees are no different. In order to keep them informative, resourceful and engaging, consider the following approach:

- **Meet at different 'host' locations throughout the year**
  Changing locations alone keep people interested – changes in scenery can go a long way

- **Identify a 'monthly-meeting-topic' and encourage participation**
  Consider inviting a security specialist (i.e. a police department representative) to discuss the importance of an aspect of security
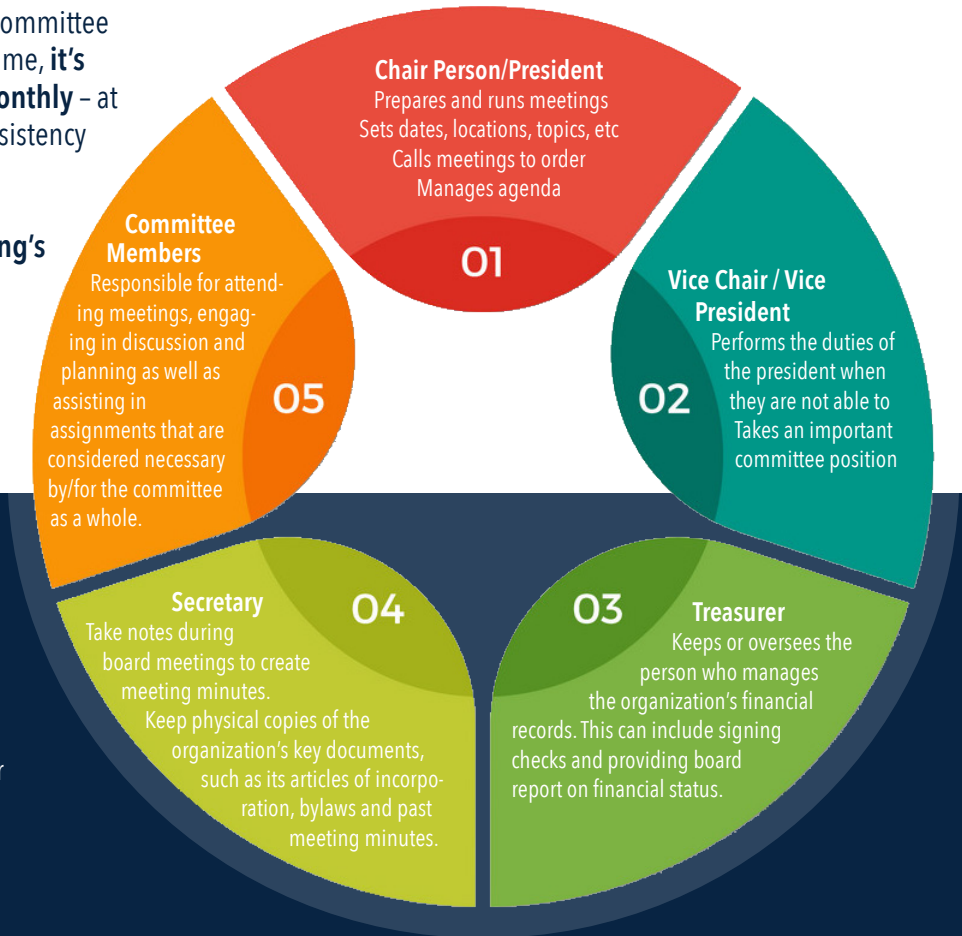
Committee Organization
Framing your Committee

You'll need to identify how often your committee will meet. While there is no set time frame, **it's considered good practice to meet monthly** – at the same day/time per month – for consistency purposes.

An agenda will help drive the meeting's purpose and time frame – which can be as long, or as short as needed to effectively delineate an overall briefing, next steps, clearly-understood responsibilities, tasking, etc.

This graph is an example of the structure, hierarchy and typical assignments of a Security Committee's board and its members. It can be modified to fit your organization's needs.

Chair Person/President
Prepares and runs meetings
Sets dates, locations, topics, etc
Calls meetings to order
Manages agenda

O1

Vice Chair / Vice President
Performs the duties of the president when they are not able to
Takes an important committee position

O2

Treasurer
Keeps or oversees the person who manages the organization's financial records. This can include signing checks and providing board report on financial status.

O3

Secretary
Take notes during board meetings to create meeting minutes.
Keep physical copies of the organization's key documents, such as its articles of incorporation, bylaws and past meeting minutes.

O4

Committee Members
Responsible for attending meetings, engaging in discussion and planning as well as assisting in assignments that are considered necessary by/for the committee as a whole.

O5

The Committee and the Executives
A Collaborative Approach

Depending on the size of your organization will determine how involved the organization's executives are in your committee's work.

They may ask to be involved and/or invited to the committee's meetings or may ask that a representative brief at a board meeting every so often. Regardless the ask, the responsibility of the committee remains the same and needs to be able to work and adapt to changes when presented. In order to ensure a smooth working relationship between both the committee and executives, personal differences should not hinder progress and/or communications. Bearing in mind that people in different roles have different agendas, the security committee will need to, at times, revisit the mission statement, the tasking and the objective.

Additionally, a strong and unified front is critical when finances are needed for: training, upgrades, hiring, and other necessities. Once the committee has prioritized their requests as well as outlined potential streams of funding, it is the organization's executive's responsibility to further the discussion. In order to help facilitate a successful 'ask,' of the Executives (and potential donors) is to build an iron-clad rationale for the

The Committee's Potential
and Potential Responsibilities

No two committee's are exactly the same. Some have simplistic tasks or roles while others have more comprehensive influences in the Federation-system. Regardless of the organization's size, though, the risks and/or vulnerabilities remain the same and therefore, need to be addressed. Below are a few examples of additional responsibilities that a Security Committee maybe tasked with.

Security Upgrades

Facility assessments can be a daunting task to an untrained person and/or committee and should always be discussed with an expert prior to hiring outside vendors/contractors.

A Security Committee may be asked to prioritize or simply identify facilities within their purview that are in need of attention. This can include upgrades to any of the following possible vulnerabilities: *technology, access control, landscaping, (referred to as 'crime prevention through environmental design' or CPTED), surveillance, window film and entry/exit points.*

SCN or a facility security director can assist with any of these potential issues.

Trainings & Drills

An important measure of a successful training program is its access and ability to train and drill routinely. Congregants and employees can get complacent over time. Security committees are often tasked with keeping members aware of potential malicious acts by identifying and organizing training programs and practice drills.

SCN offers various trainings to the community-at-large including:

CRASE, Crisis Management, Situational Awareness, Usher Greeter, Behavioral Analysis and Stop the Bleed

Hiring Officers

High Holidays are not the only time to consider the hiring of off-duty police and/or security officers. Often, the needs and the budget for additional protection will lie with the Security Committee.
Consider the following when determining your needs:
Which facilities lack aspects of physical security and are vulnerable (as far as ease-of-access)?

What scheduled events have been, or will be, highly publicized?

Do any facilities have 'shared-spaces' or rent to/host other organizations that make access control difficult?

Non-Profit Security Grant Program

In 2005, the U.S. Department of Homeland Security (DHS) established the Nonprofit Security Grant Program (NSGP), as part of the Department's Urban Areas Security Initiative (UASI). The NSGP was designed to provide grant funding to eligible non-profit organizations determined to be at-risk of terrorist attack, with a specific objective of supporting the acquisition and installation of physical target hardening measures and related security equipment.

The initial program was established at the behest of The Jewish Federations of North America (JFNA), who has worked diligently each year with a coalition of partners to ensure the continuity and funding of the program.

Since the program's inception, Congress has appropriated nearly $270 million dollars for this initiative, and has awarded 2,600 grants through Fiscal Year (FY) 2017.

Typically the role of the NSGP is delegated to an organization's Security Director. In the absence of a Security Director, the responsibility may be steered to the Security Committee.

SCN can provide an organization's Security Committee with the guidance needed to navigate the complexities of the grant process as well as application assistance if needed.

Meeting In-Session
A Recipe for Success

Call meeting to order.
Committees and committee members need order and structure to focus on a proper agenda. Ensure all committee officers and members are prepared and ready to discuss topics.

Distribute the agenda.
After the committee is called 'to-session,' ensure the officers and member receive a copy of the agenda that will be followed for the duration of the meeting.

Attendance Roll Call.
As minuscule as this task may appear on the surface, this is invaluable for committee records - to be able to reference past committee decisions and directions and not rely purely on memory.

Board Report to the Committee.
The Board Report is an overview/briefing of the activities, actions, updates and affairs since the past meeting.

New Business.
The Committee will have the opportunity to address future projects, events, discussion-points, tasking, etc.

Meeting Recap/Old Business.
After the Board Report, the Board can open the floor (to membership) to discuss old business from the last meeting. This can include tasking progress, tabled discussions, project status, etc.

Adjourn the meeting.
Once the recap and new business has been discussed (including tasking, next steps, etc, the committee's executives can adjourn the meeting.

Summary
Committee Checklists

The checklists below are comprised of important tasks and topics that will help ensure a fluid and functioning committee. Although your needs and responsibilities may differ from the topics listed below, it will give the committee, both its officers and members, an operational template which will better prepare you in your goals and objectives.

Forming the Committee

- Identify Officers/Members ✓
- Define the Mission/Objective ✓
- Determine Meeting Logistics ✓
- Invite Police/Security Director ✓
- Create & Distribute Agenda ✓
- Determine Priorities/Tasking ✓

Tasking the Committee

- Facility Assessments ✓
- Community Trainings ✓
- Security and/or Police Hiring ✓
- Policies & Procedures ✓
- TTXs and Drill Scenarios ✓
- Engage Police/Security Director ✓