

# Tampa Jewish Community Security Resource Guide

*This security resource guide seeks to prepare and equip Jewish organizations in Tampa with the information and education needed to be more safe and secure. The Tampa JCCs and Federation has developed this guide in collaboration with local Jewish organizations to ensure the Tampa Jewish community is prepared, in a proactive manner, to handle security issues within our community.*

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## **Additional Resource Links**

Security Community Network (SCN): <https://www.securecommunitynetwork.org/>

Department of Homeland Security – Hometown Security: <https://www.cisa.gov/hometown-security>



# Crisis Prevention, Preparation and Management

## ***Everything is not a Crisis***

An *issue* is a controversy, generally characterized by:

- Early warnings through any number of sources – e.g., activist groups, legal claims, government investigations, research announcements, etc.
- Sufficient time to develop strategies and steps, which may solve the problem before it escalates to a crisis.
- No immediate harm or disruption to business.

An *emergency* is a localized situation, such as a fire or accident, generally characterized by one or more of the following:

- Local media attention.
- No substantial or uncontrollable threat to individuals or property.
- Little or no disruptions to operations.
- No threat or indication of problem beyond the specific location.

A *crisis* is generally characterized by:

- Imminent threat to “business as usual”.
- Imminent threat to the staff, sponsored programs, the community or Israel.
- Media attention – either immediate or potential.
- Possible harm to individuals or property.

## **The Crisis Management Cycle**

- Anticipation and Prevention
- Preparation
- Incident Management
- Post-Incident Analysis
- Continuous Improvement
- Recovery

## **Crisis and Communication**

In a crisis, the most effective decisions and strategies are based on the facts; and, when faced with adversaries, how carefully you listen to them and understand their position.

Though the bad news can be painful, the more quickly and effectively you communicate to your constituents, the sooner you can move beyond the initial impressions, and the more credible you will be in the long run.

Above all, companies and organizations that demonstrate they care about their customers and members and the public at large fare better than those who do not.

Effective key messages include:

- Concern
- Commitment
- Explanation of Actions

**Everyone Wants to Know:**

- What happened?
- How did it happen?
- What is the real potential for harm?
- What is next?
- How does it affect me? The community? The U.S.? Israel?
- What can I do?

**Who Speaks? The Best Spokesperson:**

- Has a senior title
- Has extensive knowledge of the situation
- Has the self-discipline to stay “on message”
- Is continually updated on the situation
- Has high energy and is able to sustain that energy under pressure and multiple interviews
- Is able to remain calm

**Key Messages:**

- 2 - 3 Key Messages
  - Facts
  - Concern
  - Commitment
  - Action
- Anecdotes, Examples, Illustrations

**Developing Your Messages**

- Clarify your objective
- Organize the facts
- Anticipate the questions
- Know what you want to say
- Know what you don't want to say
- Select an agenda

**Remember:**

- There is no such thing as “off the record.”
- Do not speculate.
- When you do not know the answer, tell the truth, say “I don't know.”

**Reminders for Spokespersons:**

- Prepare
- Know your audience and personalize your message
- Be honest, be frank, be open
- Speak clearly and with compassion
- Preview who you're dealing with
- Develop your messages
- Be succinct

- Anticipate questions
- Make eye contact
- Speak with one voice

### **When Risks and Fears Are Issues**

- Listen
- Speak clearly and with concern
- Avoid unreasonable comparisons and statistics
- Tell what you know and what you don't know
- Explain actions

### **Survival Tips**

- Designate Your Backup
- Stay Calm
- Gather Facts
- Take Breaks
- Think

### **Are We Crisis Ready?**

- Review and incorporate best practices on an ongoing basis.
- Conduct a semi-annual crisis simulation within the company which, to be most effective, should be unannounced, based on a plausible though severe vulnerability, and mandatory for participants.
- Keep all contact information current—and conduct a quarterly test to verify accuracy.
- Review prevention/early warnings procedures and reports.

### **Are You Crisis Ready?**

- Review, through media, major crises occurring at other companies or industries, looking at lessons learned: Can this happen here? How would we have handled—or prevented—the same crisis?
- Keep the primary spokesperson and backup ready for media response by periodically scheduling them for coaching and review sessions.

## **Crisis Response Preparation List**

*How to Prepare Your Organization for an Emergency or a Crisis*  
(Review this list at least quarterly)

### **Step 1: Designate a Crisis Response Team and an Emergency Director.**

The Emergency Director will be the head of the Crisis Response Team and could be an employee or a volunteer leader.

#### **A. Pre-designate individuals for specific roles in your Crisis Response Team.**

Here are some roles you may want to fill. (In small organizations, one person can fill several roles.)

- Emergency Director
- Police and Fire Department Liaison
- Medical Coordinator
- Building Coordinator
- Communication Coordinator (& Liaison to Public Relations Advisor)
- Media Spokesperson
- Local Community Liaison
- Jewish Community Liaison
- Member and Staff Communications
- Social Service Coordinator
- Spiritual Counseling
- Legal, Financial and Insurance Coordinator
- IT and Business Continuity
- Webmaster (or Liaison to)
- Email List Manager

#### **B. Make sure all members of the Crisis Response Team understand their responsibilities and are prepared to fulfill them. Provide training if necessary.**

- Make sure that the powers of the Emergency Director are clear. For example, do they have the power to decide to evacuate the building or to shelter-in-place? Do they have the authority to seek financial or emergency help if necessary? For how long does their authority extend after an incident?

#### **C. Develop a succession plan in case key leaders of your organization are incapacitated or unavailable.**

- You should have an ordered list - a hierarchy of who takes command. You may want to have one for professional staff, and one for lay leadership.

**Step 2: Make sure the Crisis Response Team members can contact each other quickly if there is an incident and prepare them to respond.**

- A. Determine how the Crisis Response Team will be activated upon notice of an incident and how they will communicate (telephone or video conference call or face-to-face meeting). Consider setting up a standing conference call number.
- B. Develop a list of key criteria or a written protocol that will help your Crisis Response Team decide whether an incident is an emergency that requires a major organizational response (*See 24-hour Response Checklist*).
- C. Have your Crisis Response Team meet to preview a variety of scenarios and identify what situations would constitute an emergency.

**Step 3: Assemble and distribute emergency contact lists and checklist.**

Make sure this contact information is stored in many different places so that it is quickly accessible by several people. Remember, *redundancy is a virtue* in emergency planning!

- A. Determine who should have copies of these materials in addition to your Crisis Team.
- B. Assemble the emergency contact lists and checklist.
  - Emergency phone numbers
  - Your organization's Crisis Response Team
  - Your organization's leadership and management
  - Contact information for your members, congregants, clients, etc.
  - Contact information for the Jewish Emergency Management System, Anti-Defamation League, and any other Jewish community organizations you may need help from in an emergency.
  - The 24-Hour Response Checklist
- C. Distribute an initial set of materials. Update materials on a quarterly basis.

**Step 4: Create backup copies of other materials needed in an emergency.**

- A. Collect maps and blueprints of your building layout, emergency systems, and property for police, fire, and other rescue agencies. Make copies and store a couple of sets somewhere other than in your building. Aerial photographs (or a Google Earth photo) may also be helpful.
- B. Store copies of insurance documents and financial records where they will be accessible even if your building is not.
- C. Maintain an up-to-date list of signatories on bank accounts. Make sure that there are enough signatories on your accounts so that if a couple of top people are not available, you can still access your organization's funds.

**Step 5: Develop an emergency communications plan.**

- A. Plan how to disseminate information to staff, lay leadership, members, congregants, and parents. Do you need a phone chain? What are your other options?

- B. Determine how you will interact with the media during and after a disaster. Develop and maintain a list of key media contacts. Determine how to access professional public relations help if it should be needed.
- C. Remember that the Jewish community can be helpful during an emergency. Plan to connect with key Jewish community leadership such as ADL and JCRC for information, guidance, and emergency response assistance.
- D. Plan for communicating to your neighbors and local community leaders for help.

**Step 6: Develop and maintain up-to-date evacuation and lockdown plan.**

A. Evacuation plan

- Who makes the decision to evacuate?
- What are the evacuation procedures?
- What are the evacuation routes? (There should be signage in the facility that indicates where people should exit in an emergency.)
- To where do people evacuate? Do you need an agreement with another institution nearby to shelter evacuees in inclement weather?
- Do you need special procedures for individuals with disabilities?
- Maintain a thorough description of your facility's layout and the location of special equipment for evacuation.

B. Shelter-in-place or lockdown plan

- Are classrooms lockable from the inside to keep intruders out?
- Are there water and other supplies in each room in case a lockdown occurs?
- Do you have supplies if you need to shelter-in-place for a day or two?

**Step 7: Develop mutual aid and relocation plans.**

1. Consider developing a mutual aid agreement with another organization.
  - A mutual aid agreement is usually with a similar organization or one located nearby and provides for help in an emergency.
2. Relocation Plan
  - Develop an agreement for an alternative headquarters.
  - Plan for communicating to staff and leadership how and when the alternative headquarters will be utilized.
  - Plan for preservation of important records -- financial and insurance information, client files, employee and payroll files, etc.

**Step 8: Develop an information technology recovery plan.**

- A. Perform routine backup and storage of your computer systems and data.
- B. Establish a routine for taking backups offsite and storing them in a secure, off-site location or utilizing cloud services. Make sure that copies of software needed to re-install or set up your systems at alternate locations are also stored offsite or in the cloud. Maintain contact lists of important IT vendors with this information.

- C. Designate a member of your Crisis Response Team who will be dedicated to IT recovery.
- D. Designate a successor or backup IT coordinator in case the person who usually leads this work is incapacitated or unavailable.

**Emergency Contacts, Jewish Community Contacts and Support Agencies**  
*(Amend Based on Your Organization's Needs and Location)*

**Emergency: 911**

**City of Tampa Police Department**

Non-emergency (dispatcher) 813.231.6130  
District 1 - 813.354.6600

**Hillsborough County Sheriff's Office**

813.247.8000  
813.247.8200

**Tampa Fire Rescue Department**

813.274.7011

**Hillsborough County Fire Rescue**

(813) 272-6600

**Hillsborough County Animal Control**

813.744.5660

**Florida Poison Information Center**

800.222.1222

**Child and Family Abuse Hotline**

800.962.2873

**Florida Department of Health in Hillsborough County**

813.307.8010

**Tampa JCCs and Federation**

Mark Segel, Director of Strategic Initiatives and Security

[mark.segel@jewishtampa.com](mailto:mark.segel@jewishtampa.com)

813.769.2811

**Jewish Community Relations Council**

Jen Goldberg, Coordinator

[Jen.goldberg@jewishtampa.com](mailto:Jen.goldberg@jewishtampa.com)

813.769.4738

**Tampa Jewish Family Services**

Dr. Beth Ann Gemunder, CEO

[info@tjfs.org](mailto:info@tjfs.org)

813.960.1848

**Anti-Defamation League**

Lonny Wilk, Senior Associate Regional Director

[lwilk@adl.org](mailto:lwilk@adl.org)

561.988.2917

**Crisis Response Checklist:  
What to Do in the First 24 Hours**

**WHEN AN INCIDENT OCCURS**

**Take immediate action to deal with the incident if it is a crisis or emergency:**

- Call 911 for police, fire, ambulance, or other emergency responders if necessary.
- Immediately deal with any safety issues on the ground as well as you can. Remember the cardinal principle: *Life and safety before property.*

**Contact your Emergency Director or a member of your Crisis Response Team and convene the Crisis Response Team to consider further action.**

- Make sure that somebody is in charge of the situation and make it clear who is in charge.

**To convene the initial call or meeting, dial into \_\_\_\_\_**

**Agenda: Initial conference call or meeting of your Crisis Response Team**

*Once your Crisis Response Team has convened, use this agenda for the first crisis meeting and to guide the first 24 hours' response.  
Make sure a copy of this checklist is available in times of crisis.*

**A. Assess and get an overview of the situation.**

- What has happened? When? What is the scope of the incident?
- What is the impact on people, your organization, or the larger population?
- Who has been affected?
- What is the location of the victims?
- Is the situation stabilized and under control?
- Has there been any response yet?
- What are the immediate next steps that need to happen at the site to secure or stabilize it?

**B. Determine if this is an emergency or crisis and if there is a need to fully activate your Crisis Response Team. Is there a need to add people with specific expertise to the Team – now or later?**

- If so, who should be added? Do we have all the contact information for them? Who will contact them?
- What do we want to ask them to do or to tell us right away?

**C. What ongoing site response is needed?**

- Will there be an ongoing need for coordination with emergency responders such as police, fire, emergency medical services, etc.?
- Is there a need for immediate assistance to repair a building by a plumber, electrician, carpenter, other tradesperson, or an emergency board-up company?

**D. Is there a need for social services for anyone impacted?**

- Is there a need for emergency housing, food, or medical services?
- Is there a need for counseling?

- Is there a need for spiritual or rabbinic support?
- Is there a need for emergency travel?

**E. What are the communication needs?**

- Is there a need to handle incoming questions or information from the community? If so, who will manage that?
- Is there a need for an on-site communications coordinator or media spokesperson? If so, who should it be?
- Who needs to know about this situation?
  - Families of anyone impacted by the emergency.
  - Leaders from your organization?
  - Members of your organization?
  - Neighbors or others in your immediate community?
  - Public officials such as a Mayor?
  - Leaders of the Jewish community?
  - The entire Jewish community?
  - The general public?
- If there is a need to communicate information to many people? Who is available to call them? Who will contact the callers?

**F. Is there a need for public relations or communications support?**

- Does the media need to be notified?
- What materials need to be prepared? -- news release, talking points, etc.
- Is there a need for help or advice from a communications professional? If so, who can advise us or who can we contact to find someone to advise us? Should we reach out to the wider Jewish community for help?
- Is there a need for a Jewish community spokesperson? If so, who should it be?

**G. Is there a need for a community response?**

- Is there a need for a community response in your immediate geographical area?
- Is there a need to coordinate a Jewish community response such as a rally or vigil?
- Is there a need for coordination with other faith communities?
- Is there a need for donations or other support?
  - Is there a need for volunteers, donations, or in-kind services?
  - If there is a need for immediate funds, who will make decisions on spending the money?

**H. Is there a need for the larger Jewish community to be aware of or involved in the incident or the response, for instance to help coordinate support or provide communications help?**

- If so, contact the Anti-Defamation League (ADL) and the Jewish Community Relations Council (JCRC).

**I. Will there be a need for a business continuity, financial, insurance or legal response?**

- If so, determine the timeline needed for this response and who will be responsible.

**J. Immediate next steps**

- Determine next steps and assign responsibilities.
- What time should the next conference call or meeting be?

## What to do if You Experience Antisemitism or Other Incidents of Bias, Discrimination, or Hate

From anti-Jewish comments to vandalism to acts of violence, incidents of antisemitism and other forms of hate have spiked in recent years. Acts of hate affect all of us – in cities and towns across our state and around the world. Many in our community have either personally experienced an act of bias or bigotry or know someone close to them who has. The Tampa JCCs and Federation, the Jewish Community Relations Council (JCRC), Anti-Defamation League (ADL) and our partner organizations in the community want you to know that you are not alone. Help is available.

### What is Anti-Semitic Activity?

Anti-Semitic activity includes overt acts or expressions of anti-Jewish bigotry and hostility. Many incidents are not crimes. Activity includes:

- **Speech**- written or verbal communication by groups or individuals, including public, elected, or religious figures. This includes publicly or privately directed letters, phone conversations, articles, speeches, e-mail, or other Internet communication
- **Vandalism**- damage or other criminal activity against public or private property
- **Harassment, Threats, and Assaults**- directed at individuals or institutions
- **Discrimination** –denial of employment, education, services, housing, or organizational membership
- **Hate Group Activity** - Rallies, recruitment, or other activities organized or sponsored by groups such as the Ku Klux Klan or other white supremacist groups

*These are not exhaustive or exclusive. We encourage you to report all incidents.*

### Where do I report Anti-Semitic activity or other acts of hate?

No one should be mistreated because of religion, race, ethnicity, gender, sexual orientation, gender identity, national origin, or disability. Follow these three steps if you have experienced an anti-Semitic act.

1. **Inform** local law enforcement authorities about the incident. If you are directly threatened, call the police immediately.
2. **Document** the incident and preserve any evidence. Minimize handling evidence and if possible, avoid cleaning up until police arrive. If you must touch or move documents or items for any reason you should wear gloves, minimize contact with the items, and wait for the police to respond.
3. **Report** the incident to the ADL. ADL tracks, documents, and responds to anti-Semitic acts and other forms of hate across the country. *Send an online report to the Anti-Defamation League* -even if you feel your particular case requires no further action, having a written record helps to inform local and national agencies. The reports also create a precedent to offer additional educational resources to address hate in all its forms. <https://www.adl.org/reportincident>

*If you see something, say something, do something!*

## **Communication System**

We now have a security alert notification system. Please contact Mark Segel ([mark.segel@jewishtampa.com](mailto:mark.segel@jewishtampa.com)) to be included to receive emergency communications, timely alerts and bulletins, information to help you enhance your institution's security and emergency preparedness and response, and invitations to trainings and workshops.

## **Community Security Consultation**

Mark Segel is the Director of Strategic Initiatives and Security Facilitator for the Tampa JCCs and Federation. Mark has many valuable security resources at his disposal and can help you determine what must be done to make your facilities as safe and secure as possible while working within different-sized budgets. Mark can be reached at 813.769.2811 or [mark.segel@jewishtampa.com](mailto:mark.segel@jewishtampa.com) .