



Commit to the Idea

Getting buy-in for the creation of a security team is the first obstacle you will likely encounter. Start by discussing the options and plans in small groups. Identify those who are resistant and look for ways to set aside their fears. Unless the process is collaborative, it will very likely fall apart.

J Build the Team

A security team typically has two levels: team leadership and those who will implement the action plan. The leadership team should start with one or two members of your organization's leadership committee. Bring in a representative from local law enforcement and another from emergency medical services. Your leadership team should include one or two subject matter experts who will work as liaisons between the leadership team and those who will implement the action plan.

J Determine the Needs

The leadership of your security team will set the goals of the program. These goals should be clear and defined. The team should also agree on specifics, including, but not limited to, what threats must be prepared for (i.e. fire, shooting, natural disaster, explosion), what layers of defense are needed, alert procedures, training schedules, equipment needs and the understanding of what warrants a particular level of response.

Create a Plan for Each Element

Each specific element must have an individual plan that includes, at the minimum:

- **1.** What action will be taken in the face of specific threats
- 2. Who is to carry out that action

- **3.** Where this person should be prior to, during and after an event
- **4.** What equipment and skills are required for success

✓ Discuss the Possibilities

Set aside time to discuss all the possible problems your team might face and how the team might address those problems. Take good notes and look for gaps in coverage. For example: Will the team/building need lighting in the event of power loss? Is the triage area accessible to non-ambulatory victims? Do cellphones work in the sanctuary?

Become Familiar With the Scene

Bring team members together on site to review the plan and possibilities. Check all access/egress points. Walk through every element of the plan and ask team members to think up potential problems, including what might happen if a security team member is knocked out of the fight.

✓ Set Up a Drill

When you think you have everything in place, conduct a drill. Have the leadership team plan the scenario and specific elements. Then have the action team run through the scenario with very limited information prior to the drill. You will not be able to mimic the stress and confusion of a real incident, but you can throw a few curveballs to see what happens.

✓ Don't Be Complacent

Establish a regular training schedule, including regular meetings to discuss possible changes or additions to the plan. Keep all team members informed, and be on the lookout for new team members who could add additional resources to your team.