ACTIVE SHOOTER & SECURITY CONCERNS AT CAMPS

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WEBINAR AGENDA

- Camp Safety and Camp Staff
- Active Shooter Definition and Factsheet
- Procedures for Camp Staff
- Training for Camp Staff
- Other Information to Share with Camp Staff
- Intro to Camp Emergency Response Team
- Q&A Session
CAMP SAFETY & CAMP STAFF
Camps continue to be one of safest environments
Camps not immune to violent acts
Nehemiah story and the need to be proactive
Webinar is designed for camp staff
  Crucial part of overall crisis management system
Crisis Management System

Initial Assessment

Emergency Response Team
- Security
- Fire Response
- Medical Team
- Facilities Management
- Food and Water
- Business/Finance
- Other Resource

Procedures /Training
- ERT
- Camp Staff

Resources
- Food and Water
- Medical Supplies
- Communications System
- Other Response Equipment
- Continuity Resources and Plans
Why Focus on Camp Staff?

- High chance they will be around campers and guests during a crisis
  - They spend more time with campers and guests
    - At indoor event centers
    - During outdoor activities
    - At cabins
    - At dining halls
    - Other on-site locations
- Campers and guests will seek guidance from camp staff
July 22, 2011: Utoya, Norway

- A suspect ended up killing 68 people at a camp
- The police arrived 90 minutes later
- Suspect later surrendered to police
Decade of U.S. Active Shooter Schools & Faith Based Inst.
Active Shooter Defined

Armed person(s) whose action is immediately causing death or great bodily injury.
Mentality of an Active Shooter

- Will continue until stopped
- **Primary Motive:** Revenge
- **Other Motives:**
  - Physical/mental illness
  - Rejection
  - Financial trouble
  - Mad at the world
  - Or it could simply be anything
- **What are the pre-indicators?**
Recent FBI Analysis: 4 Dynamics

1. Personality Traits and Behavior Dynamic
2. Family Dynamic
3. School Dynamic
4. Social Dynamic
1. **Personality Traits and Behavior Dynamic:**

- low tolerance for frustration, poor coping skills, lack of resiliency, failed love relationship, unwilling to forgive others, signs of depression, self centered, alienation, dehumanizes others, lack of empathy, attitude of superiority, pathological need for attention, blames other people, low self esteem, anger problems, intolerance, inappropriate humor, seeks to manipulate others, lack of trust, closed social group, change of behavior, rigid and opinionated, unusual interest in sensational violence, fascination in violence-filled entertainment, negative role models, behavior appears relevant to carry out a threat.
2. **Family Dynamic:** Turbulent parent-child relationship, acceptance of pathological behavior, access to weapons, lack of intimacy.

3. **School Dynamic:** Student detached from school, bullying part of school culture, inflexible culture, student feels treated more poorly than others, maintains code of silence, unsupervised computer access.

4. **Social Dynamic:** Media/entertainment/technology, peer groups, drugs and alcohol, outside interests, copycat situations.
FBI Analysis

Key Findings:

- Unless person communicates intent directly
  - Predicting an active shooter is difficult
  - Even more complicated for camps
Active Shooter by Age Group
(Schools 1997-2013)

- Under 13 Yrs: 14.8%
- 14-18 Yrs: 66.6%
- 19 Yrs +: 18.5%
Active Shooter By Gender

- Male: 98%
- Female: 2%
Some developed the idea weeks in advance.
Pre-implementation 2 days prior to the attack.
Can happen at any time

**Key Factors:** Occupancy and opportunity
Most incidents end before police arrive
PROCEDURES: CAMP STAFF
Camps’ Procedures May Differ

Factors:

- Size and layout of camp
- Occupancy during camping seasons
- Location of indoor and outdoor activity centers
- Number of full-time or seasonal staff
- Staff orientation or training process
- Camp emergency team and protocols
- Communication methods
- Police/sheriff response time
- And many more
Procedures must be simple
...and straight to the point
Content Should Include

- Procedures: General Active Shooter Threat
- Procedures: Immediate Active Shooter Threat
- Shelter in Place and/or Lockdown
- Notification System and Process
- Post-Incident Evacuation and Assembly Points
- Counseling Process
- Camp Media Protocol
Procedures: General Active Shooter Threat

Camp staff should:

- Identify the general location of the threat
- Calm campers and guests
  - “It’s going to be all right. Follow my lead.”
- Assume shelter in place or a lockdown is necessary
- Seek shelter or lockdown in a safe place and hide with campers and guests
- Indoor or outdoor?
Procedures: **General Active Shooter Threat**

**If indoors, camp staff should:**
- Remain with campers and guests
- Lock door or blockade with any furniture
- Turn lights off
- Lead campers and guests to hide behind furniture
- Ask campers and guests not to huddle together
- Call 911 or listen to hand-held radio
  - If safety won’t be at risk
Procedures: **General Active Shooter Threat**

**If outdoors, guide campers and guests to:**

- Seek shelter in any safe building nearby
- If not practical to do so:
  - Run with group toward opposite/safe direction
  - Spread out in small pockets
  - Run between trees/objects
  - Upon arriving at safer location, remain there
- Call 911 if cellphone signal available
- Wait before transmitting over radio
- Be prepared to remain at location for hours
- Encourage/reassure campers and guests
Procedures: Immediate Active Shooter Threat

Camp staff should:

- Assume inaction will lead to harm to all present
- Do your best to survive
- Factor to consider
  - Shooter’s distance from camp staff/campers and guests
Procedures: Immediate Active Shooter Threat

- Camp staff should simultaneously
  - Throw items at the shooter
  - Yell, asking campers and guests to get out/spread out
  - Maintain a low center of gravity
- If able to get out
  - Continue to run away from location
  - Notify camp staff leadership via radio/other
Post-Incident

- If evacuation is necessary
  - Camp staff should guide campers and guests to assembly point(s)
  - Assist with the headcount process
- Counseling process
  - Assist with counseling of distraught campers and guests
  - This may entail simple encouragement and reassurance
  - Camp staff may need this as well
Post-Incident (continued)

- Camp media protocol
  - Camp staff should know your media protocol
  - Let them know who your media person is
  - Case in point, control your message
- Social media factor
  - Camp staff should avoid posting info on social media
  - May make it more difficult to manage situation
TRAINING: CAMP STAFF
Training: Camp Staff

- Initial training session
  - Prior to busy camping season
  - Conducted by qualified personnel
- Duration of training
  - 30 minutes to 1 hour
- Frequency of training
  - Annually or semi-annually
- Training content should include pre-established camp procedures
Pre-Established Camp Procedures

- General active shooter threat
- Immediate active shooter threat
- Shelter in place and/or lockdown
- Notification and radio system and process
- Post incident evacuation and assembly points
- Counseling process
- Camp media protocol
ADDITIONAL INFO FOR CAMP STAFF
- Reassure camp staff they are not alone
- Mention other plans/resources in place
  - Examples:
    - *Camp has established partnership with the police*
    - *Camp has partnership with external medical team*
    - *Camp has crucial staff (ERT) in place*
EMERGENCY RESPONSE TEAM
Definition of ERT: Key departments or critical staff that connect as a team to manage a crisis situation

Example of an ERT:
- Incident commander — the overall leader
- Security team leader
- Medical team leader
- Operations team leader
- Maintenance team leader
- Food service leader
- Others may include: Business/finance, IT, HR

Key factors: Total number of camp staff and situation
How to Develop an ERT

- Written procedures
- Quick reference guide
- Resources available to manage the situation
- Activate ERT for minor situations
  - Example: minor power outage or missing child
- Training such as a tabletop exercise
A Process

During a crisis:

- What should happen immediately?
- Who should take control of the situation?
- How do you systematically size-up a situation?
- What needs to be done and how to get them done?
- How do you close any gaps?

Overall goal: Manage the situation to an acceptable level
Q&A SESSION
A Few Resources

- www.joemergencyandsecurity.com
- www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf
- http://www.dhs.gov/xlibrary/assets/active_shooter_pocket_card.pdf