Innocent Targets
When Terrorism Comes to School

Tuesday Talks
February 27th, 2007

Chris Dorn
Warning: Graphic footage
At the same time . . .

• Theodore Hollot’s bottle bombs

• Boston “Aqua Teen Hunger Force” Scare
At the same time . . .
Two held after ad campaign triggers Boston bomb scare

POSTED: 9:47 a.m. EST, February 1, 2007

STORY HIGHLIGHTS

- Second man arrested, attorney general says
- Turner Broadcasting CEO issues apology for panic
- Packages were promotion for Adult Swim show "Aqua Teen Hunger Force"
- Devices included a light board that displayed a character on the show

BOSTON, Massachusetts (CNN) -- Authorities have arrested two men in connection with electronic light boards depicting a middle-finger-waving moon man that triggered repeated bomb scares around Boston on Wednesday and prompted the closure of bridges and a stretch of the Charles River.

Meanwhile, police and prosecutors vented their anger at Turner Broadcasting System Inc., the parent company of CNN, which said the battery-operated light boards were aimed at promoting the late-night Adult Swim cartoon "Aqua Teen Hunger Force."

Boston officials condemned Turner for not taking proper steps to end the bomb scares earlier and for not issuing an adequate apology to the city. (Watch how the scare unfolded)

Turner Broadcasting said in written statements the devices had been placed around Boston and nine other cities in recent weeks as part of a guerrilla marketing campaign.
What are some of your concerns?

- Students
- Faculty
- Staff
- Campus Safety
- Administration
- Parents
School Terrorism

• Relatively rare events
• But generally horrific when it occurs
• A functional planning approach is best
• NIMS/ICS is crucial (9/11)
Educational Facilities as Targets of Terrorism

- Symbolic target
- Media attention
- Soft targets
- Mass casualty potential

Risk of alienating base
The Difficulty of Categorizing Incidents

There are more than 100 government definitions of terrorism worldwide

- Bath, Michigan - May 18, 1927 (39 dead)
- Iraq
- Afghanistan
- Turkey
- Sri Lanka

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Where has it happened?

Israel*  
Jordan  
**Holland**  
Wyoming  
Maryland  
Los Angeles  
Algiers  
Somalia  
Russia*  
Thailand*  
Dagestan*  
Belfast, Ireland  
Pakistan

Ma’alot massacre  
-Terrorists dressed in IDF uniforms  
-22 students dead  
-Resulted in creation of tactical units within the Israel National Police

Bovendsmille, Holland  
-14 day standoff in elementary school & a simultaneous train attack nearby  
-13 total terrorists captured/killed by Royal Dutch Marines

Beslan, Russia  
-3 day standoff in middle school  
-300+ dead (probably)  
-Example of very bad response

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U.S. Incidents

- Both World Trade Center attacks
- Beltway Sniper
- Mohamad El Zahabhi
- Cokeville, Wyoming, 1986
  - “Brave new world” militia members
School Bus Violence in the U.S.

- Chowchilla, CA school bus hijacking in 1976
- Miami, FL bus hijacking with threat of a bomb-1995
- Utah-student shoots driver and flees in bus-1996
- Driver hijacks bus in Pennsylvania-January 2002
- Student hijacks bus in Nevada-April 2002
- Anthrax hoaxes and Bomb threats on buses

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Transportation

• 42% of international terrorist targets
  – 40% of those are buses

• 37% of school-related attacks used transportation as a target
Why buses?

• Easy targets
• Drivers/staff often untrained
• Inexpensive type of attack
• Creates a drain on resources
• Powerful symbolic target
Meanwhile, America is reading . . .
The Turner Diaries

The book that has been said to be the blueprint for the Oklahoma City bombing – one source states that “Timothy McVeigh faithfully followed” this book.
Guide to Germ Warfare

155 Page text on biological warfare
Improvised Explosives

“Ten simple but powerful formulas for explosives give you the basis to construct actual bombs, boobytraps, and mines”
The Militia Battle Manual

“Contains chapters on organization, combat operations and all aspects related to a militia operation”
Homemade C-4

“So simple, you’ll wonder why more people haven’t tried it”
Ragnar’s Homemade Detonators

“The recipe is so simple requiring only three drugstore chemicals”
101 Things
To Do ‘til The Revolution

“A guide for ideas and resources for self liberation, monkey wrenching & preparedness. Greasing the wheels of the governments inevitable collapse.”
Improvised Radio Detonation Techniques

“Radio-controlled detonation is a great way to strike anonymously in an unconventional warfare situation.”
And buying . . .

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And buying . . .

Photos copyright Safe Havens International 2002
And making . . .

Photo courtesy of the Israel National Police
QuickTime™ and a
H.263 decompressor
are needed to see this picture.

http://www.safehavensinternational.org/AmazingWeaponsDemo.wmv
What are some possible problems that could affect a campus?

“He who protects everything protects nothing.”

*Sun Tzu, The Art of War*
The Planning Approach:
Incident Specific vs. Functional
Functional Protocols

- Lockdown
- Evacuation
- Reverse evacuation
- Shelter in place
- Incident command/unified command
- Family reunification
- Media/public information

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Incident Specific Protocols

- Fire
- Bomb threat
- Utility failures
- Severe weather incidents
- Weapons assaults
- Hostage situation
- Radiological incident
What does a “prepared” campus look like?

• Internally developed Emergency Operations Plan
• Developed with Emergency Management & First Responder Input
• Uses All-Hazards planning process
• Standardized system-wide plan that is customized for each facility
• Internally & externally evaluated
• Tested by a series of exercises

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Community Hazard Assessment

- Should drive planning efforts
- Helps to determine priorities – particularly for terrorism concerns

~90% of schools have lockdown drills
~10% do shelter-in-place drills

Violence is not always our main priority
-New London, TX; 1937 - 300 dead from a gas explosion
-Our Lady of the Angels Catholic School in Chicago; 1958 95 dead from arson
Tactical Site Surveys

- Multi-disciplinary process
- Identify risks – ways to mitigate them
- Tactical information
- Target hardening options
- Hazardous Materials storage & risks
- Conducted at least annually
- Use an internal team rather than a consultant
Components of A School
Emergency Operations Plan

- Site Procedures/photo tour
- System Protocols
- Flip Charts
- Software Systems
- CD-ROM

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The All-Hazards Four Phase Model

Deals with all possible scenarios through four distinct “phases”

- Prevention/Mitigation
- Preparedness
- Response
- Recovery

After completion the plan is tested, and the cycle of planning & testing is continuous

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On-campus incidents:

- Homicide or non-fatal weapons assault
- Hostage situation
- Explosion or bomb threat
- Natural disaster
- Fire
Off-campus crises that can affect schools

- Natural Disasters
- Major Traffic Accidents
- Civil Disturbances
- Terrorism
- Gang Related Incidents
- Hazardous Materials Incident
- WMD Incident
- Transportation Disaster
Prevention/Mitigation

Reduce the harmful effects of an incident & lessen the need for a response

Facilities
Security
Culture & Climate

Day to Day operations
Prevention/Mitigation

Access control
  » Non-custodial parental abductions
  » Child molesters
  » Gang/Drug Violence

Thorough background checks
  » All employees/volunteers
  » Without a fingerprint are useless
  » Police background check
  (Out of state convictions and dropped charges?)

Crime Prevention Through Environmental Design (CPTED)

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More Prevention Measures

• Good physical security
• Increased surveillance
• School safety zone measures
• Ability to increase LE activities
• Visual/mechanical weapons screening
• Good computer/information/route security
Preparedness

Investment of time & resources to ensure a rapid, coordinated and effective response when necessary

- Identify stakeholders
- Develop communication methods
- Equipment & supplies
- Maps & building info
- **NIMS/ICS**
- Student release procedures
- Practice, practice, practice

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The Cost of Not Being Prepared
A Few Key Players

– Emergency Management
– Law Enforcement
– Fire
– Medical Services
– Mental Health
– Local Business
– Consultants with verified backgrounds
The Importance of Inter-agency cooperation
Response

Ensures that you follow the Preparedness plan in the midst of a crisis

Checklists
Logs
– Date, time and carried out by whom?

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Recovery

- Written plan to guide mental health recovery for all affected (not just direct victims)
- Business continuity Plan

Goal: To return to “normal” as quickly as is practically possible
What graphic image did students report most after 9/11?
1. When is the bomb going to explode?
2. Where is the bomb right now?
3. What does the bomb look like?
4. What kind of bomb is it?
5. What will cause the bomb to explode?
6. Did you place the bomb?
7. Why?
8. What is address?
9. What is your name?

**EXACT WORDING OF BOMB THREAT**


**SEX OF CALLER:**


**AGG:**


**NUMBER FROM WHICH CALL IS RECEIVED:**


**BOMB THREAT LANGUAGE**


**REMARKS:**


**DATE CHECKLIST COMPLETED:** / /
GTPD tests security equipment with drill

By James Stephenson
News Editor

A Homeland Security drill took place on campus May 18. Hemphill Road was shutdown while the Georgia Tech Police Department (GTPD) and the Atlanta Fire Department worked the drill.

"What we simulated was an anhydrous ammonia leak," said Bob Lang, the Georgia Tech Security Director. "We wanted to see how well the first responders could respond to an event outside of the university where we have a lot of people," Lang said.

The AFD was called by GTPD, they wanted to see what the fire department could do as well. Because of their involvement they were called the Air Force District. The AFD was called by GTPD because they were the closest available fire department.

"The material simulated was anhydrous ammonia, which is like when you breathe it," Lang said.

"We also wanted to see how all the departments involved in the emergency response interacted with each other," Lang said.

According to Lang, the FBI was also contacted, which is standard protocol.

"After September 11th, the FBI has been taking a more active interest in what goes on in universities and large public arenas," Lang said.

"The FBI is already working at Falcons' games and will begin working at Tech football games," Lang said. According to Lang, the main purpose of the drill was to test new equipment.

"The equipment can be installed in a building with less danger to the people inside," Lang said. "The equipment eliminates the middleman and the confusion," Lang said.

Lang and his team decided to put another twist into the drill.

"Another aspect of the drill was a bomb threat," Lang said. "The drill was to put people in the emergency operation center where we had to evacuate large volunteers."

They call it a Virtual Emergency Operation Center because it can be used as an alternate source of communication.

"The people in the operation center had to pack everything up, get everything back and start over. The drill proved that it was very impressed with the operation."

The drill was not a lone incident, however. The Police Department plans to do more drills in the future.

"In the future, there will be more interactive drills. We are not trying to plan the outcome, but put different scenarios together that really test what we can do," Lang said. "We will be involving students, faculty, and staff. We want to help students understand the severity of such a
Not to be repetitive, but . . .

QuickTime™ and a H.264 decompressor are needed to see this picture.
Questions?

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