

A black and white photograph of two children, a boy and a girl, sitting in an inflatable raft on a river. They are both wearing life jackets and goggles, and are smiling. The raft has the word 'AIRHEAD' printed on it. The background shows a river with some trees on the bank.

**PROTECTING
JEWISH LIFE**
& JEWISH WAY OF LIFE

UJA COMMUNITY SECURITY

CAMP SECURITY PLANNING GUIDE



UJA FEDERATION
of Greater Toronto

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WHY CAMP SECURITY MATTERS

Summer camp is a unique aspect of Jewish life for our community and we want our children to enjoy this important rite of passage to the fullest. However, our children represent a potentially vulnerable sector within our community. They are our future and must always be protected to the greatest extent possible. This is why we want to help create the safest possible

environment within which their experiences can thrive.

Security measures
are not implemented
for inconvenience
or embarrassment
– they are critical to
preserving the primary
purpose of our camps
as sanctuaries of
learning, exploration
and safety for
our children

This **Camp Security Planning Guide** outlines some important security considerations, tips, and best practices for the safe operation of your camp.

IN AN EMERGENCY:

Always call 911 and/or local first responders (i.e. police, ambulance, fire).

SUSPICIOUS ACTIVITY:

All incidents and suspicious activity should be reported to local police.

CONTACTING UJA COMMUNITY SECURITY:

After contacting police, please contact UJA Community Security on our 24/7 hotline (416-635-5600) so that we can provide advice and assistance, as well as communicate to the broader community as required. The hotline is also always open for any questions you may have for the UJA Community Security team.



WHAT IS UNIQUE ABOUT CAMP SECURITY?

CAMPS PRESENT SOME UNIQUE AND COMPLEX SECURITY CHALLENGES. THESE INCLUDE:

LOCATION

Camps are often in remote areas, which means camp security can require different considerations than urban environments. For example, response times for local emergency services can be much longer. Situational awareness and constant vigilance are even more important to allow for the earliest intervention possible for any incident.

SAFE SPACES

Camp buildings are often not as robust as urban buildings and lockable doors are not as common. With careful consideration, we can leverage the unique surroundings to our advantage, possibly using adjacent properties and/or the forests around camp as alternatives to more conventional safe spaces (e.g. locked rooms).

VISITORS

Camps receive a lot of visitors. These visitors can be delivery people, contractors, or even past campers returning to re-live their experience. While we want to create an open and welcoming atmosphere in camp, we need to ensure all visitors are identified and screened, and that control measures are in place when they are on site.

ACCESS

Camps are often open spaces without a secure perimeter (e.g. fencing). There is no way around this—it is a disadvantage since it presents almost limitless access from any direction. Where possible, control points can be established to safeguard the primary approaches to the camp. For example, the use of gates at main access points can be an important mitigation measure to prevent vehicles from accessing the camp. While this doesn't completely deal with a potential issue because someone can still walk onto the camp property, it does significantly mitigate a potential incident, as vehicles can present several threats.

REGULAR UPDATES

While camp acts as a summer mainstay for many people, there is still a turnover factor to consider. It's not uncommon for staff to change regularly, as well as new campers coming in on a weekly basis. This means new people on site who will not know about the security plans, protocols, and measures. It is highly recommended that security briefings are provided to anyone new to the camp and that drills are conducted regularly.

We can handle these challenges by being proactive, prepared, and practiced in the security plans, protocols, and measures we implement.



HOW TO PLAN FOR CAMP SECURITY

Security and safety should be a primary consideration for all camp directors, staff, and campers. In the same way you plan for accommodation, meals, and activities, you should plan for security. Incorporate security measures into everything you do.

UJA Community Security advocates security plans based on four pillars: Awareness, Training, Protocols, and Physical Measures.



TRAINING



- All key staff and leadership complete an annual Threat & Awareness briefing, so that they can identify suspicious activity and know how to respond
- All key staff and leadership complete an annual Active Attacker drill (a.k.a. Run. Hide. Fight.) so they are prepared for a worst-case scenario
- Staff and campers complete Active Attacker drills as often as possible
- Select staff receive trauma first-aid training (e.g. tourniquets)

AWARENESS

Ensure that:

- Key contacts (e.g. directors, professional staff, security leads) receive UJA Community Security notices
- All parents, professional staff, volunteers, and program managers are briefed on any relevant Community Security notices
- Key contacts understand the camp's security plans, procedures, and physical measures
 - This not only includes the "what" but the "why," so that decisions can be made quickly when a situation doesn't quite fit an existing protocol
- Key contacts are briefed on the camp's security protocols as required/relevant
- All parents, professional staff, volunteers, and program managers know how to report any suspicious activity to appropriate staff
- Key contacts have important phone numbers programmed into their phones and those numbers are posted in visible locations near any landlines:
 - Local police, fire, and ambulance
 - Camp contacts (e.g. facility staff, private security company, alarm monitoring company, catering staff, Hatzoloh)
 - UJA Community Security hotline (416-635-5600)

PHYSICAL AND TECHNICAL MEASURES

Physical security measures are often the source of never-ending debate and the potential costs are probably endless as well.

UJA Community Security suggests you consider six fundamental and foundational physical measures as a priority:

1. Be able to lock down key buildings. In an urban environment, we advocate that organizations lock all points of access to the building and use a single point of access (i.e. main door) to create a secure perimeter. This is often not realistic at a camp, but what you can consider is being able to securely lock the doors of key buildings, such as where groups of staff/campers congregate (e.g. kitchen, offices).

2. Access control. Regularly, we advocate that organizations have a system in place to screen visitors before they are allowed access through the secure perimeter. Ideally this is done with technology and protocols (e.g. an intercom with camera so you can ask questions to screen the visitor). As this is obviously not feasible at camp, we recommend you create a visitor protocol as a priority. Someone should always be designated to deal with any visitors 24/7.

3. Alert system. We normally advocate that an organization has a method to warn people throughout the building of an attack. Camps, for example, are often well prepared in this regard because they already have PA systems. If your camp does not have a PA system, you can use improvised methods, including two-way radios, megaphones, whistles, or air horns. Whatever method you use, it needs to be loud and distinct (i.e. not the same sound as a fire alarm). If people hear that sound, they need to know they should stop whatever they are doing and initiate their emergency protocols.

4. Ability to call 911. An organization should always be able to call 911, including on Shabbat, to get police on scene as quickly as possible. As previously discussed, since the remote location of many camps means that police response time could be much longer, the need to be able call 911 quickly is even more important. At a minimum, as many staff as possible should always have their cell phones readily available.

5. Safe spaces. In an urban environment, we advocate that an organization create as many safe spaces as possible and to ensure building occupants are aware where safe spaces exist. Often this can be done with relatively minor upgrades, such as adding a lock to a door. Since this is not always possible at camp, you should consider temporary measures (e.g. door stops in rooms without locks) in addition to the recommendations above (e.g. locking all main doors). You should also consider using the natural advantages of the camp environment (e.g. the forest). It is also worth knowing every space in your camp that people could use as a hiding place, even if that space cannot be locked.

6. Medical supplies, food, and water. Normally, we advocate that an organization store caches of tourniquets and other medical supplies, along with some food and water, in various parts of the building. Camps should do this as well. If a worst-case scenario happens, there could be seriously wounded people and/or you could be locked in a safe space for many hours while the police ensure the camp's safety.

By prioritizing these six measures, we have attempted to provide a reasonable and achievable level of protection; it's better if you have these measures in place than if you do not have them in place.

There is always more that can be done, and these measures will provide a solid base from which you can expand in the future.

PROTOCOLS

Protocols do not have to be extensive to be effective. Most protocols can be adequately documented on a single page in bullet-point form. Remember, the target audience is someone dealing with an emergency!

The UJA Camp Security Planning Guide includes protocols for several common security incidents you may encounter. You can use this guide as a starting point, by either customizing the content to your needs or building off the content to develop protocols unique to your needs.

When drafting your protocols ensure that you consider both routine and emergency scenarios.

Everyone needs to know the protocols, routine and emergency. Everyone needs to practice them. While we can't control many factors that lead to unfortunate scenarios, we can control how prepared we are to face them.

The following protocols are provided as examples in order to allow Jewish organizations to create a customized and specific set of protocols for their facility.

SOME EXAMPLES OF ROUTINE PROTOCOLS INCLUDE:

Key/Card Access (as applicable)

- Who has permissions?
- Is it documented and maintained?
- Specify who would have access during operating hours and who would have access outside of operating hours

ID Cards

- ID cards for staff: include the name and photo of the person on the card
- Visitor passes: all visitors should be issued a temporary visitor pass that displays their full name, date and time of entry, and date and time of exit. All visitor passes should be returned when exiting and counted at the end of each day

Entry Point/Permitting Access

- Who greets and screens visitors?
- Where and how is this conducted? Is it via an intercom system?
- What questions do they ask the visitor?
- What is the procedure when denying someone access? Consider obtaining information about the person before denying them entry (e.g. name, cell number, email address, reason for attending the site).

Mail, Deliveries, and Packages

- Create an expected deliveries register. Consider making this accessible to all staff.
- Specify who collects the mail and what time of day this is carried out. Consideration: is this person trained to identify suspicious objects?
- Dedicate a specific safe area, away from the main entry, where mail and deliveries can be securely checked.
- Remind parents which materials cannot be sent to camp for security and safety reasons.

Excursions and Activities

Consider notifying the following stakeholders before campers and staff depart for any activities that take place off campgrounds:

- Onsite security guards (if applicable)
- Camp staff
- UJA Community Security
- In addition to visiting police, you should visit the local fire and ambulance stations. Even if these are volunteer services, they could be critical. You can invite them to visit camp, but if unavailable, at least introduce yourself and provide them a map of your camp, a copy of your emergency protocols so they know what to expect if they are ever dispatched, and a list of key contacts.
- Many camps employ some form of a safety team, especially at night. The safety team patrols campgrounds for any suspicious activity or potential threats and is able to alert the camp as required. Often these teams are staff and not licensed security guards. When using staff, it must be clear that their role is strictly to observe and report: they are not security. Safety teams should, at a minimum, be equipped with flashlights, a cell phone to contact 911, and some method to alert the camp (see the notes on physical security measures above). In an emergency, they should call 911.

Camp Buses

Prior to students boarding any bus, the following steps are recommended:

- Public or private transport services (e.g. buses) should be examined before students and staff board the vehicle.
- Onsite security guards or trained staff should engage with the bus driver to ensure they have a valid driver's license, there are no faults with the vehicle, the route is confirmed, and there are no objects that were left inside the vehicle from previous passengers.
- There should be a communication plan between the staff going on the trip and the camp.
- This should take place for routine arrival and departure, as well as any external excursions or activities that may take place.

Vehicle Access and Parking Outside of Drop-Off and Pick-Up Hours

- Onsite security guards, or trained staff, should be monitoring vehicle access throughout the day, and making note of vehicles that are parked on property grounds.
- Vehicles that are unknown or unfamiliar should be examined by onsite security guards or trained staff to determine the nature of their visit.
- If such vehicle is determined to be suspicious, onsite security guards or trained staff should collect and document the following information:
 - **Details about the driver and passengers, including full names (if possible) and a physical description**
 - **License plate**
 - **Make, colour, and model**
 - **Any distinguishing marks, logos, or branding**
- Details should then be reported to police and UJA Community Security.

Drop-Off and Pick-Up

The following action is recommended in order for the camp to facilitate a safe and secure drop-off and pick-up system.

- Each family should be assigned an identification number that can be placed in the vehicle that is visible on arrival to pick up the children. Children are then called outside to meet their ride as it arrives, rather than waiting outside in a large group.
- For more details and help implementing this best practice, contact UJA Community Security.

LEVERAGING AVAILABLE RESOURCES AND RELATIONSHIPS



MEDICAL STAFF

If you have medical staff in your camp (e.g. a physician, a Hatzoloh volunteer), they may be used to deliver trauma first-aid training and could be a vital resource in a worst-case scenario. You should ensure they are an integral component of your security plan and preparations.

LOCAL RESOURCES

You should try to develop a relationship with local police, fire, and ambulance and invite them to your camp. At a minimum, you should visit the local police, fire, and ambulance stations once a year, introduce yourself, and provide them a list of key contacts, a map of your building, and a copy of your emergency protocols so they know what to expect if they are ever dispatched.

VOLUNTEERS

Many Jewish camps around the world have some form of a volunteer security team, especially at peak times, such as drop-off/pick-up. While these volunteers are not licensed security guards and may be limited in the duties they can perform, the volunteer security team can fulfill critical functions, with or without the presence of paid-duty police or private security. These include identifying and reporting any suspicious activity or potential threats, access control, visitor screening, and emergency response. When using volunteers, any limitations to their role must be made clear. Security volunteers should, at a minimum, be equipped with flashlights, a cell phone to contact 911, a whistle, and some method to alert the camp to danger (see discussion on alert systems under the Physical and Technical Measures section). In an emergency, they should call 911.



DAILY ROUTINES

In addition to your routine and emergency protocols, you should have a daily security checklist to ensure your best laid plans, protocols, and measures are available and ready. The following are a few examples.



EVERY MORNING:

- Debrief the previous evening's safety team for any observations or potential concerns
- Review any CCTV footage for suspicious activity, if you have cameras
- Sweep the camp for any suspicious packages, people, or vehicles so you are starting the day in a "known safe state"
- Ensure all access control measures are in place (i.e. gates are closed, designated visitor contact is on duty)
- Ensure all security measures are in working order and located where they are supposed to be (i.e. door locks, alert systems, medical supplies, phone lists)
- Ensure all staff and campers are accounted for

DURING THE DAY:

- Be aware of any suspicious activity at or around camp, such as objects, people, or vehicles (this includes from any waterfront access you may have)
- Be aware of any unidentified visitors (someone not wearing the prescribed identification, like a visitor badge)
- Engage unknown visitors to determine who they are and whether they are a threat. If you are uncomfortable or do not feel safe doing so, tell someone else who can help
- Report any broken, missing, or disturbed security measures to the appropriate contact so they can be addressed ASAP (e.g. open gates, broken locks, missing medical supplies)
- Ensure all staff and campers are accounted for at key times (e.g. mealtimes)

EVERY EVENING (BEFORE IT GETS DARK):

- Ensure the safety team is properly equipped and understands their duties
- Ensure CCTV is functioning and recording, if you have cameras
- Sweep the camp for any suspicious packages, people, or vehicles so you are ending the day in a “known safe state”
- Ensure all visitors from the day have been accounted for (i.e. all signed out)
- Ensure all staff and campers are accounted for
- Ensure all visitor control measures are in place (e.g. gates are closed)
- Ensure all security measures are in working order and located where they are supposed to be (e.g. door locks, alert systems, medical supplies, phone lists)

EMERGENCY PROTOCOLS

No one wants to face a worst-case scenario and our preventative measures are there to help us avoid having to do so. But if the worst-case scenario happens, we must be prepared.

TERMINOLOGY SNAPSHOT

You need to have emergency protocols in place. Everyone needs to know them. Everyone needs to practice them. While we can't control many factors that lead to worst-case scenarios, we can control how prepared we are to face them.

Lockdown: When there is a major incident or threat of violence within the facility or near the facility

Hold and Secure: Possible danger in the neighbourhood

Shelter in Place: Possible environmental danger in the neighbourhood

Bomb Threat: Any conveyance of a message that is designed to warn and/or alarm people to an impending detonation of an explosive or incendiary device to cause damage, death or injuries, whether or not such a device actually exists

LOCKDOWN

A lockdown occurs when there is an immediate threat of violence on or near camp property.

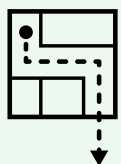
While there are various options available to help you save your life in a lockdown scenario (see below), the term “lockdown” is still commonly used to alert people to the threat. It is a clear warning that is easy to say rather than using code words that could be confusing.

You can use various means to alert others. As previously discussed, these can include PA systems, loud hailers, whistles, or air horns. You can also yell and repeat “lockdown” as you initiate the emergency protocols. In some cases, alerting others may not be possible, which is why **EVERYONE** needs to know the options to help save their lives.

In a lockdown you have three basic options: Run. Hide. Fight. These are not necessarily an escalation and you could end up using more than one option based on the conditions. You will have to make decisions for yourself based on the situation.

RUN

- If there is a safe way out, stop what you are doing and run!
- Leave your belongings behind
- Help others to escape, but don't let indecision slow you down
- Call 911 when you are safe
- Prevent others from entering the area



HAVE AN
ESCAPE PLAN



EVACUATE



LEAVE YOUR
BELONGINGS



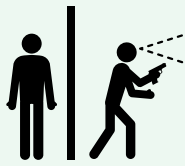
HELP OTHERS
IF POSSIBLE



DO NOT MOVE
WOUNDED PEOPLE

HIDE

- Be out of sight and silent
- Lock and barricade the door, when possible
- Hide behind large, solid objects that could help protect you
- Silence your cell phone, including vibrate mode, or turn it off
- Turn off the lights and close the blinds
- Collect improvised weapons and make a plan of attack in case you need it
- If the situation changes, you may decide to run



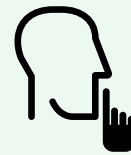
KEEP OUT OF VIEW
FROM THE THREAT



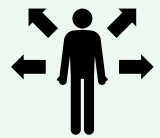
LOCK DOORS
AND BLOCK THEM
WITH FURNITURE



SILENCE PHONE



BE QUIET



KEEP YOUR OPTIONS
FOR MOVEMENT

FIGHT AND DEFEND YOURSELF

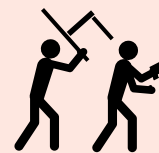
- Don't panic—you have every right to defend yourself and your best chance for survival now is to literally fight for your life
- Use improvised weapons, like scissors, furniture, fire extinguishers, or keys
- Incapacitate the assailant
- Commit to and act with physical aggression



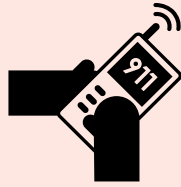
ACT AGGRESSIVELY



INCAPACITATE
THE ACTIVE THREAT



USE IMPROVISED
WEAPONS



CALL 911
WHEN YOU ARE SAFE



GIVE INFORMATION
TO THE OPERATOR

CALL 911 ONLY WHEN IT'S SAFE TO DO SO

WHAT DOES THE 911 OPERATOR NEED?

- Your exact location
- Number of assailants and their descriptions
- Types of weapons seen or heard
- Any information on injuries

Remain calm and answer the questions asked of you. A 911 operator has a series of questions they need to get through to get you the appropriate help. Stay on the line as long as necessary.

WHAT DO I DO WHEN THE POLICE ARRIVE?

Stay calm and follow instructions from first responders. Their first priority is to locate and stop the threat and prevent further harm to innocent people. They may need to bypass injured people until it is safe to begin rescue and medical aid.

- Put down anything you might have in your hands, such as phones or purses
- Keep your hands visible, slowly raise them, and spread your fingers
- DO NOT yell, run, or point at officers
- Answer questions calmly and concisely
- Police may yell or use profane language in the heat of the moment; don't take anything personally—they are there to save you



DROP ANY OBJECT



KEEP HANDS VISIBLE



FOLLOW THE INSTRUCTIONS
OF POLICE OFFICERS

Here are some online resources to help develop and train for emergency protocols:

- Vancouver Police Department:
<https://vancouver.ca/police/crime-prevention/active-deadly-threat.html>
- York Regional Police: <https://www.yrp.ca/en/crime-prevention/Run--Hide--Defend-.asp>

OTHER EMERGENCY SCENARIOS

There are some other emergency scenarios for which you should prepare:

HOLD AND SECURE

Hold and secure can be used when there is a potential threat near the location (e.g. a police incident at a neighbouring property). If a hold and secure is initiated, you should:

- Move to a safe space, ideally indoors
- Close and lock exterior doors, where possible
- Assign designated staff to monitor entrances/exits
- Close windows and window coverings, where possible and safe to do so
- Put all cell phones and/or personal electronic devices on SILENT
- Continue regular indoor routines if safe to do so, but all outside activities are cancelled
- Remain in place until the appropriate staff announces hold and secure has been lifted

SHELTER IN PLACE

Shelter in place can be used when there is a potential environmental threat near the location (e.g. a storm, gas leak). If a shelter in place alert is initiated, you should:

- Move to a safe space, ideally indoors
- Close and lock exterior doors, where possible
- Assign designated staff to monitor entrances/exits
- Turn off any air exchange system that draws from outside
- Close windows and window coverings, where possible and safe to do so
- Put all cell phones and/or personal electronic devices on SILENT
- Continue regular indoor routines if safe to do so, but all outside activities are cancelled
- Remain in place until the appropriate staff announces shelter in place has been lifted

VISUAL SCAN

Visual scan is used when there is a threat of an explosive or incendiary device to cause damage, death, or injuries, whether such a device actually exists or not.

If you receive a bomb threat, document details and report to the appropriate staff and contact police for direction. If you discover a suspicious item, do not touch it. Notify appropriate staff and contact police for direction. If a visual scan is initiated, you should:

- Visually scan and/or determine if relocation or evacuation is necessary (e.g. look for any unknown or suspicious objects around you)
- If a suspicious package is found, DO NOT use any electronic device, cell phone, or walkie-talkie in proximity
- If ordered to evacuate, move to a pre-designated location and remain at the evacuation site until appropriate staff or the police provide further instruction
- If instructed to evacuate, be aware of the evacuation route and continually scan your surroundings until safely at the evacuation site
- If an explosive incident occurs, follow established evacuation protocols and contact police

Disclaimer: The purpose of this information is to assist you in promoting your security awareness and reinforcing your culture of security preparedness and resiliency. The information provided by UJA Federation of Greater Toronto is for general information purposes only and does not constitute advice or an opinion of any kind. In particular, UJA Federation's Security Team is not investigating or providing advice about your facility or event security plans, your emergency plan, and/or your compliance responsibilities. Users of this information expressly deny any right to any claim against UJA Federation and/or its subsidiaries, affiliates, officers, directors, employees, agents, and contractors, including claims arising from personal property damage, injury and death related to any security, emergency, and/or other incidents.



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