

Vitality



When a tragedy hits, a community responds

We came together after the events at Umpqua Community College

By **Anne C. Kubisch**
President
The Ford Family Foundation

Oct. 1, 2015, was a day that rocked our world and broke our hearts. The mass shooting at Umpqua Community College was so personal, so local, so much about us. The kind of tragedy that we somehow thought only could happen in other communities, or in other schools, actually happened to us — in Roseburg, Oregon, a town of 22,000 residents.

We needed to cry, help the victims, and put in place a community response to the crisis — all at the same time.

Oct. 1 was also the day we discovered the resilience

and capacity of the Douglas County community. We saw first responders performing beyond all expectations. We saw people from all walks of the community come together in extemporaneous acts of sharing and kindness. Organizations stepped up to support the college's capable leadership. People dropped everything and came from across the state — across the country — to help out.

Telling the stories

We are devoting this issue of *Community Vitality* to telling these stories. If anything good is to come from this event, we need to look at what happened, examine our response and identify what worked, and equally as important, what did

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Generous acts. See page 24.

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Coming together

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not. We need to use these lessons to build our community so we are prepared in case another catastrophic event occurs. And we need to tell these stories so other communities can benefit from these hard lessons. The focus of this publication is on how our community engaged and responded; the story of our heroic first responders will be captured in an official law enforcement report later this year.

Besides himself, the shooter at UCC claimed the lives of a professor who loved to fish the North Umpqua River, and eight students, some of them fresh out of high school, some of them embarking on new careers, new beginnings. Eight others were physically injured, and some will never fully recover. Many people have been deeply affected emotionally and psychologically, whether as witnesses, first responders, family members and friends of victims, college staff, or community members.

Lance Colley, Roseburg city manager, said it eloquently: "Our community responded with love, compassion and genuine interest to help. We now have the obligation to take that outpouring of support and leverage it not just to return to our former way of life, but to become even better."

While things may never get back to normal, we are adjusting to a new normal, one that builds resiliency and makes our community stronger. ■



Roseburg City Manager Lance Colley addresses the crowd at a candlelight vigil in Stewart Park in Roseburg on Oct. 1, 2015.

This special issue of *Community Vitality* is also available online at tfff.org/cv.

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Nonstop demands test leaders

"We all squared our shoulders and said, 'Let's do this.'"

— Vanessa Becker
Chair, Umpqua
Community College
Board of Trustees

The events of Oct. 1, 2015, spun Umpqua Community College into a whirlwind that demanded much more of college leadership than anyone ever would have anticipated. Multiple, competing demands came nonstop: evacuating the campus, coordinating with law enforcement, supporting victims and the campus population, handling the voracious media, and making plans for the college reopening.

UCC's two top leaders weren't even in Roseburg on the morning of the shootings. Rita Cavin, the college's interim president, was on her way to Grants Pass for a meeting when her phones, both work and personal, started ringing nonstop. "I pulled over and, as soon as I

saw the first message, I called the college, turned on the radio, then started back," she remembered. "As I approached the campus, the ambulances were going the other direction."

Vanessa Becker, chair of the UCC board of trustees, was more than three hours away in Brookings on business when she saw notices on Facebook. One of her first calls was to UCC's director of community relations, Lee Salter, in her Snyder Hall office. Salter, who was taking shelter under her desk, told Becker she thought the shooting had stopped in the classroom next door. "I'll be there as soon as I can," Becker told her.

Upon Cavin's return to Roseburg, she went through police barricades to meet with the college's head of security, who was

organizing buses for evacuating the campus. That afternoon, Cavin and Becker met at the Douglas County Fairgrounds, which was serving as a reunification center for students and families.

Becker immediately went into what she calls "director mode," finding out what services were available, what was happening, how to support people right away. She helped arrange for the University of Oregon crisis team to come to Roseburg through a Department of Justice contact. She called mental-health contacts to mobilize a response, and she helped set up support for families and staff at the fairgrounds.

Media demands immediately became a concern. Within minutes of the first reports, both Cavin and Becker were besieged by calls from national media. "We were still evacuating, and the whole time my phone was ringing with calls. MSNBC, Fox, CNN — the phone just kept ringing," Cavin said.

"The Wolf Blitzer show and CNN were calling me within 25 minutes of it happening," Becker said. "I don't even know how they got my cell phone number."

Cavin figures she spoke at three press conferences that first night, with Becker by her

side. She also talked at an emotional candlelight vigil at Stewart Park attended by hundreds.

When Cavin got home, she took off her comfortable turquoise jacket and threw it in the trash. "I didn't want to see it again," she said. "I was on all those newscasts, people had cried on it all day. I found out later that quite a few women had done that. We didn't give them to Goodwill, we just threw them out."

Friday, Oct. 2, 2015

The next day turned into a blur. Outside help from the Oregon Community College Association and the University of Oregon (see page 10) began to arrive. Cavin started the day with interviews at 8 a.m. The college cabinet met at 9 a.m. to sort through everything that needed to be done. Becker arrived at the meeting thinking her only job was to bring doughnuts, which she forgot. Instead, she learned that she was tapped to represent the college at the afternoon press conference where details of the incident were to be released, including the names of the deceased.

The college leadership spent the day at planning meetings, the law enforcement command center, the UCC campus, and media events. One meeting included Oregon Gov. Kate Brown, U.S. Senator Jeff Merkley, U.S. Senator Ron Wyden, Congressman Peter DeFazio and the three Douglas County commissioners. It was an overwhelming

What happened

Oct. 1, 2015, Roseburg, Oregon: Nine people were killed when a gunman opened fire in a classroom at Umpqua Community College. Eight others were injured. The victims included the class professor, age 67, and eight students ranging in age from 18 to 59 (see page 7). After a brief shoot-out with local police, the shooter, a student enrolled in the class, shot and killed himself. ■

24 hours, marked by a lack of sleep, little food, and grief.

Becker remembers the mood at the press conference as local leaders prepared to meet the media. "That was really rough. It was the first time we had seen the names of the nine victims, and the energy in the room quickly evaporated," she said. "We all stood up, squared our shoulders and said, 'Let's do this.'"

They walked into what Becker describes as a "crazy, insane media circus."

"I've done a lot of media stuff but not like that," she said. "All I could think was, *please, don't puke.*"

When it was her turn, Becker, who held her composure, mentioned the victims and talked about when the campus would reopen.

Over the next few days, the UCC management team met several times daily for up to three hours each time, assigning tasks, leaving to take action, and then coming back a few hours later to build a new list. Cavin began giving eulogies at funerals, and the management

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Vanessa Becker, chair of the UCC board of trustees, listens to Douglas County Sheriff John Hanlin speak at a press conference on Oct. 3, 2015.

Set up for donations immediately

Most giving happens within the first 90 days; balance short- and long-term needs of victims

Douglas County has become a member of a club no one wants to join — the group of communities faced with unimaginable calamity. As other agencies played their parts in the aftermath of the Umpqua Community College shootings, Greater Douglas United Way in Roseburg was clear about its role.

Executive Director Bryan Trenkle's immediate goal was to establish a system to accept donations to aid victims. He and his office manager, Annette Rummel, knew they also needed to ensure contributions were monitored responsibly.

One of Trenkle's first actions was to call Umpqua Bank. Cheryl Martin, vice president and store manager of the bank's Sutherlin branch, opened the account with a personal deposit of \$20; the bank itself quickly followed with a \$25,000 donation.

Meanwhile, UCC Foundation Executive Director Dennis O'Neill was considering similar action. Within 24 hours, O'Neill and Trenkle met to discuss com-

binning their efforts. Keavy Cook, director of Children, Youth and Families at The Ford Family Foundation, brought technical expertise to the meeting. The result of their collaboration would become one fund called "UCC Strong."

Both GDUW and the UCC Foundation quickly modified their online donation buttons to allow direct contributions to UCC Strong.

Ninety days

The swift action was justified. Traditionally, 90 percent of donations for disaster relief are made within 90 days of the event, with few donations being made after that, according to Bob Ottenhoff, president of the Center for Disaster Philanthropy.

With the mechanics in place to accept donations, Trenkle next made calls to United Way offices in states that had also experienced mass shootings. The most fruitful connection emerged from Blacksburg, Virginia.

Kymn Davidson-Hamley, executive director of the United Way of Montgomery, Radford



A jar at a Roseburg business collects donations for UCC Strong.

and Floyd, was on vacation when Trenkle reached her office. Even so, she was on the phone within the hour, expressing her condolences.

"She and her office started to send me resources they basically created from scratch after the Virginia Tech massacre in 2007," Trenkle said.

Virginia visitors

It was soon clear to him that a visit from Davidson-Hamley would be invaluable. A grant paid for her and a volunteer to come to Roseburg for five days starting Oct. 12.

Nancy Straw, director of Community Economic Development at The Ford Family Foundation, said Davidson-Hamley brought a rational voice to the table. She shared expertise,

forms, thought processes and pitfalls.

"Kymn helped us figure out how to distribute funds in an equitable manner in a short period of time," Straw said. "We had to put a priority not only on the victims who had died, but also the victims who were injured, and people who were in the classroom when it happened or in adjoining rooms."

Using the Virginia-based United Way's system as a blueprint, organizers crafted a process to fit local needs.

Initial distribution

Within weeks of the shooting, UCC Strong made an initial distribution of \$145,000 to victims, their families and the Salvation Army, which had stepped up to help with immediate financial needs.

Within six months, UCC Strong received nearly \$1.3 million with donations coming from around the world and all 50 states. By February 2016, three phases of distributions had been made. About half of the fund had been granted.

Trenkle said it was crucial to give funding decisions to a committee with broad community representation. "We realized that United Way can be an umbrella of the fund, but shouldn't make decisions for the fund."

Today's 11-member UCC Strong committee consists of respected leaders from local business, nonprofit groups,

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Rita Cavin, UCC interim president, speaks at a press conference on Oct. 1, 2015. At the end of the day, she threw out the turquoise jacket she had worn all day. "I didn't want to see it again," she said.

Leaders

Continued from page 3

team worked out the details for a soft opening of the college on Monday, Oct. 4. The campus buildings would open for students and staff to gather, talk and grieve. Classes would resume a week later.

"Health care, law enforcement, fire — their mission is to respond to crisis," Becker said. "They have training and staff to deal with mass casualty situations, even though it is stressful for them." Academics don't have that training, she added. It's not their mission.

"They organize and speak, and those skills are the first thing to go when you experience trauma," she said, which made the outside support that much more important. "The college response was aided immeasur-

ably with help from the community and from nonlocal resources, and support staff from other community colleges." ■

Leaders: LESSONS LEARNED

Coordinate with law enforcement: We were able to keep media off campus for over a week. That was a success, a big win. The campus would normally have been released to us sooner, but we asked law enforcement to stay at the end of the road until we figured out how to reopen campus.

— Vanessa Becker

Ask for help: A community college executive team from Lane Community College [70 miles away] worked side-by-side with our UCC team for the first few days. There were rotat-

ing executives from other colleges as well for several weeks.

— Rita Cavin

Share the lessons: I've received so many requests for interviews and lessons learned. There is a tendency to say no, we don't want this event to define us. But we are part of a small but growing group of communities that have experienced this. We need to share what we've learned — not just to prevent it from happening, but to have a more robust response.

— Vanessa Becker

Enable offsite access to your website: The college's communications response could have been better. Our website went down — it was located in the office next to the Snyder Hall classroom where the shootings occurred, and we couldn't get into the office. We had backups, but all the passwords were in that office. The double backups were on cell phones, which were in people's offices.

— Vanessa Becker

Know when to step back: Our first responders did an amazing job. Two weeks later, they were exhausted. They either got sick or said, "I'll be back in a couple of weeks." You need to step up *and* step back. Support each other through it.

— Vanessa Becker

Give up being perfect: There will always be someone who doesn't like what you decide. Our joke was that the only noncontroversial thing we did was approve the comfort dogs to come on campus. For every other decision, someone liked or didn't like it. You just give up trying to be perfect.

— Rita Cavin



Above: United Way Executive Director Bryan Trenkle moved quickly to get the UCC Strong website live to accept donations. Below: The Roseburg High School band plays in front of a local business on Oct. 3, 2015, to raise funds for victims.



Donations

Continued from page 5

and representatives from UCC staff, UCC students and the UCC Foundation. Other committee members are from county government, mental health, and first-responder and faith-based sectors. The fund also has a diverse panel of non-voting advisers. While a 51% voting majority is required for awarding funds, all the awards to date have been unanimous.

Such strictures are designed to stand up to public scrutiny. Rummel said the Greater Douglas United Way is not charging administrative fees for its role in managing UCC Strong, in part because of scandals that have plagued other nonprofit groups nationally.

Straw said a reason people watch disaster donation funds so closely is because when tragedy strikes, they respond quickly and with emotion. And they are firm about wanting their contributions to go directly to the cause, rather than paying an agency's bills.

Long haul

If structure, vigilance and oversight are all watchwords for relief fund managers, so is the need to dig in for the long haul. According to Trenkle, one of his most valuable lessons came from Davidson-Hamley, as she talked about how, once the initial adrenaline fades and immediate needs are met, fund organizers must pull back and think long term. "Kymn told us we had to remember the process is not a sprint. It's a marathon." ■

Fundraising: LESSONS LEARNED

Trusted organizations need to take the lead. Existing relationships enhance a community's resiliency. Bryan Trenkle, executive director of the Greater Douglas United Way, said it's essential to know "the heart, the strengths and the weaknesses" of community leaders in all sectors, from law enforcement to churches. "That way, everybody can hit the ground running."

Prepare to receive donations immediately. People want to give right away, and the timeframe to raise funds is short. Other disasters have shown that 90% of donations are made within 90 days.

Get the word out. Use all communications channels — press briefings, social media, websites, fliers, announcements — to publicize the fund.

Coordinate with other organizations. Consolidate disparate fundraising efforts to simplify the process for donors. The UCC Foundation, the Greater Douglas United Way and Umpqua Bank worked

together to streamline the collection of donations.

Coordinate with other funds. Crime victims compensation funds, both federal and state, provided resources immediately for funerals and hospital expenses. GoFundMe campaigns and other social media fundraising efforts also popped up quickly. Victim Services Director Kelly Wright from the Douglas County District Attorney's office (see page 14) led the effort to match victims to needed and appropriate resources.

Accept help. Community organizations can help in many ways. Pastors from churches throughout the region offered counseling and collected donations from their congregations. A local accounting firm, Wicks Emmett CPAs, provided pro bono accounting services and advice. A grant paid for temporary office administrative support at the United Way to handle the flood of calls and to help process donations.

Be patient. Donors may need some hand-holding. Annette Rummel, United Way office manager, recalled pulling out her own credit card and going step by step with a handful of callers, mostly older adults, who were unfamiliar with making online donations. "It was the only way I could explain it to them, by doing it myself with them and donating a dollar each time," she said. "They were so appreciative."

Beware of the fringe element. Tragedies can activate odd behavior by some. Report threatening phone calls to law

enforcement, and inform anyone who could be affected by the threat. United Way's Trenkle said he received menacing phone messages from a conspiracy theorist; he informed the police.

Form a well-respected decision committee. The UCC Strong committee consists of trusted individuals from a wide spectrum of the community.

Make immediate dispersals. And publicize them. How you start in the first few days affects the recovery. The public needs to know that the funds are going out to the people in need.

Plan for short- and long-term needs. Decide early on about allocations for immediate and years-later needs. "You don't want to dispense all the donated funds and then have nothing left for future needs," Trenkle said.

Think really long term. More than 20 years after the Oklahoma bombing incident, the local fundraising committee is still assisting with victims' long-term needs.

Expect criticism. Despite best efforts by the committee, not everyone in the community, including the victims, will be happy with the decisions made about dispersing funds.

Be transparent. Be completely forthcoming about amounts received, amounts dispersed (and to whom) and how much you plan to hold back for future needs.

Reach out to resources that can help. Immediately contact your local United Way and American Red Cross office, or their parent organizations. Another great resource is the Center for Disaster Philanthropy at www.disasterphilanthropy.org. ■

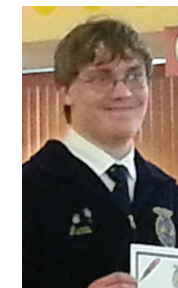


The Greater Douglas United Way collaborated with the UCC Foundation to create one fund, UCC Strong.

Lucas Eibel

A lover of animals who was also a 'wizard of wit' and a 'prince of prose'

Lucas Eibel loved animals. People who knew the 18-year-old described him as thoughtful and kind, with an unexpectedly wicked sense of humor. One of



Lucas Eibel
1997 - 2015

five siblings in a tight-knit family, he was by all accounts the quietest one of a set of fraternal quadruplets, three brothers and a sister. But not always. "Once you got him out of his shell and once you got him talking, he wouldn't stop," said his older brother Jakob.

Scholarship recipient

Lucas was also a recipient of a Ford Sons & Daughters scholarship, and when The Ford Family Foundation sent out text messages on Oct. 1 checking on the safety of its scholarship recipients at Umpqua Community College, his text went unanswered.

He was one of nine people killed when a gunman opened fire at UCC. But the family doesn't want to dwell on the way he died — they would rather remember the way he lived.

Lucas was in his first week of classes, after graduating from

Roseburg High School with high academic honors. He was studying chemistry. He enjoyed hiking, drawing, reading, playing video games and soccer.

His family said that a love of animals was one of the mainstays of his life. He participated in Future Farmers of America during high school, and volunteered for the Wildlife Safari Junior Zookeeper program and at the Saving Grace animal shelter.

'Ph.D. in verbal wit' Lucas was "our wizard of wit, our king of cunning, our prince of prose, our laser-lipped lord," his father, Keith Eibel, told an appreciative audience at the memorial service in October. "He had a couple of academic scholarships, but he already had a Ph.D. in verbal wit, at age 18. Imagine what he could have been."

Lucas was kind of good at everything, Jakob told a television reporter, from video games to drawing to sports. "He was competitive, at the same time he was so kind-hearted. He would never trash talk, he would never do anything bad, he was just kind."

"He would make very perceptive, quiet statements," said his middle school science teacher. "It's seventh grade — you don't expect kids to be subtle, to have insight. Lucas had those things. He also had a wicked sense of humor — well beyond his years."

Lucas was just starting to figure out where his life was headed, and was looking forward to spending the next four



Lucas Eibel (right) with his father and four siblings on a family hiking trip near Mt. Hood in 2014.

years with his nose in the books. At the suggestion of the Eibel family, The Ford Family Foundation is donating to UCC the remainder of Lucas' scholar-

ship — four years' worth — to create an ongoing scholarship in his honor.

It's just one way Lucas' memory will stay alive. ■

In remembrance:

Lucero Alcaraz, Roseburg, 19. Lucero, who had received a full tuition scholarship from UCC, was studying to be a pediatric doctor or nurse.

Treven Anspach, Sutherlin, 20. Treven, a basketball player on the UCC Riverhawks team, was described as a quiet leader who brought out the best in those around him.

Rebecka Carnes, Myrtle Creek, 18. Rebecka, a UCC scholarship student, had plans to become a dental assistant and had just started her first job.

Quinn Cooper, Roseburg, 18. Quinn enjoyed voice acting, playing online games with his older brother, and practicing mixed martial arts.

Kim Saltmarsh Dietz, Roseburg, 59. Kim, a native of England, had returned to college to pursue a bachelor's degree in science.

Lucas Eibel, Roseburg, 18. Lucas, a Ford Family scholarship recipient, loved animals and was studying chemistry.

Jason Johnson, Winston, 33. Jason had just started college in search of a fresh start, after getting his GED about six months earlier.

Lawrence Levine, Glide, 67. The English professor was also a fly-fishing guide on the North Umpqua River.

Sarena Moore, Myrtle Creek, 44. Sarena was attending UCC to further her dream of starting a therapeutic horse ranch for people with disabilities.

How a foundation can help

Unusual circumstances require an unusual philanthropic response



By Anne C. Kubisch
President
The Ford Family Foundation

The Ford Family Foundation was one of many organizations that stepped up to help support Umpqua Community College and the community. One small bit of good luck — if it can be

called that — was that this horrific mass murder occurred in the hometown of a major foundation, and we found ourselves playing a role that went beyond traditional philanthropy. Our board of directors approved a flexible response, and they supported staff decisions to commit our resources in unusual ways.

Use your connections for first-hand advice from other communities. Our staff immediately connected with regional and national philanthropic partners. The Center for Disaster Philanthropy shared strategies with us, and put us in touch with foundations that had responded to tragedies in their communities.

An early discussion with the head of the Oklahoma City Community Foundation advised us to think about long-term recovery from Day One. Twenty years after the bombing of the Alfred P. Murrah Federal Build-

ing, for example, therapists are still providing mental health counseling.

Help set up a mechanism for receiving funds right away. Within hours, generous people from around the world wanted to donate to aid victims. In some communities, a local foundation can be the vehicle for receiving funds. In our case, people were seeking ways to donate directly to the college and to local charities.

Our staff provided charitable-giving expertise to guide the establishment of such a fund. We advocated for a single fund, and our staff helped the college and the local United Way collaborate to establish UCC Strong (see page 4). Within days, the boards of both organizations voted to give official approval for the single-donation vehicle.

Use your credibility. Numerous GoFundMe accounts popped up quickly. While some were genuine, others were not. Our involvement in UCC Strong helped assure donors that the fund was legitimate.

Make available your physical presence in the community. The Ford Family Foundation building became a meeting place. Initially, the college faculty and staff needed a place to meet because the campus was closed off as a crime scene.

Similarly, service organizations needed a place to coordinate response strategies. Mental health professionals needed a

Downtown Roseburg is reflected in a storefront window that displays an “I am UCC” decal.



The Ford Family Foundation building became a site for counseling and a meeting place for organizations involved in the recovery efforts.

on our scholarship programs at UCC, and our staff sent out text messages of concern to all of them right away. In the end, we heard back from all but one student, and we came to realize that Lucas Eibel had lost his life. His family reported how much it meant to them that they saw messages from us on his cell phone when they recovered it.

We have stayed in close touch with the other 38 students, offering counseling, comfort food, and other supports.

In addition, our staff lost family members and friends. We tried to give them strength, went to funerals and participated in community tributes. We still grieve for all of them. ■

place for drop-in crisis counseling, and our building’s private offices were perfect places for grieving and respite.

We opened our building for all of those uses for three weeks, and we made sure that there was always fresh food available.

Be prepared to use financial supports flexibly. We had ready access to financial resources that no other organization had.

Our funds were used to pay for travel costs for a United Way team from Blacksburg, Va. (site of the Virginia Tech shooting in 2007) to provide peer assistance to our local United Way and for a temporary office worker at the United Way office.

We kept hundreds of people well-fed as they provided and received counseling or met to plan response strategies. We covered costs for companies that produced 4,500 “I am UCC” T-shirts and 10,000 “I am UCC” decals.

Be a connector for those who want to help. In a crisis, many people want to help but don’t know how. We were able

to connect volunteers to organizations that needed help. We were able to advise our generous peer foundations about where grant funds were needed.

Deploy staff as a community resource. Like many people in our community, our staff turned from their regular jobs to provide whatever support was needed for the first few weeks. Our administrative staff worked many overtime hours to manage the flow of people and events in our building. Our communication expert worked with the crisis team at the college to coordinate public information. Our program officers helped set up the fund for donations and helped organize several volunteer efforts. They also used their facilitation skills to help coordinate meetings where diverse groups needed to set priorities.

Establish the avenue for long-term recovery. The immediate emergency needs are so pressing that few people have the emotional space to plan for long-term needs. We helped establish the Community Healing

and Recovery Team (see page 20), which has been the venue for the community to plan for the future.

Capture the story and lessons learned in real time. People are so overwhelmed that they don’t have time to record their own stories. Talking about what happened is a first step to healing. We encouraged people to use their cell phones to record voice memos on a daily basis.

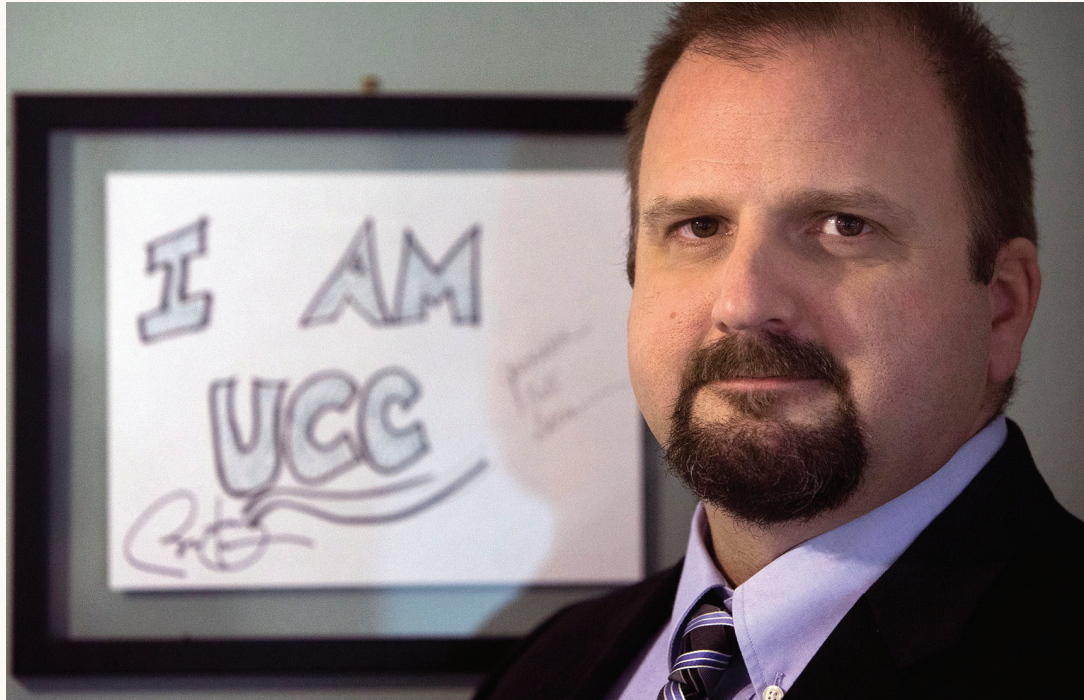
Through our sponsorship of The Umpqua Story Project (see page 11), various vehicles have been established to hear and record people’s personal stories. Community members have been trained in “compassionate listening” and are recording stories for the historical record and to help the healing process. And, we have sponsored this special edition of *Community Vitality*.

Remember that this affects you personally. Though we wanted to do everything possible to help our community, we also had many personal connections that needed care and respect. We had 39 students

“Though we wanted to do everything possible to help our community, we also had many personal connections that needed care and respect.”

— Anne Kubisch





Andre Le Duc, in his office at the University of Oregon. Le Duc and his incident management team assisted Umpqua Community College after the shooting.

Incident Command System

University of Oregon team helps bring order

At the University of Oregon, Andre Le Duc and his incident management team are trained to bring order out of the chaos that inevitably results from catastrophic situations. The team is able to quickly implement command and control infrastructure. They help beleaguered agencies manage the myriad issues — logistical, fiscal, planning, operational, safety and campus-related — prompted by a major incident.

The team would face its biggest challenge when they responded to the shooting at Umpqua Community College. The university, 70 miles north of Roseburg in Eugene, is connected to an information network that notified organizations statewide as soon as the incident became public.

Le Duc, who serves as the associate vice president and chief resilience officer for the university's Emergency Management & Continuity Department, went through state channels to offer up his team, but it was an informal channel that resulted in the invitation by Rita Cavin, UCC's interim president.

"We only come when asked," Le Duc said.

Less than 24 hours

In addition to Le Duc, the team included Krista Dillon, a UO director of emergency management and fire prevention; Julie Brown, a UO director of campus relations and public information officer; and Sheryl Eyster, UO associate dean of students. They arrived in Roseburg less than 24 hours after the incident and joined UCC leadership, who were coordinating the community

response. They spent five days in Roseburg providing a critical bridge between the initial incident response and the short-term recovery.

"Law enforcement and fire have an elaborate structure for who is in charge of communication, logistics, water and food, mental help. Campus communities don't," said Vanessa Becker, chair of the UCC board of trustees. "The UO team brought that structure, along with trained staff — that was incredible support."

"Andre and his team made it clear that they were there to support the UCC leadership," said Nora Vitz Harrison, a communications consultant to The Ford Family Foundation, who also assisted in the command center. "UCC administrators were victims, too. Andre gave them breathing room to get back on their feet."

The systems set up by the UO team allowed community representatives to do strategic

planning in a tight timeline. "We would meet, set goals, review progress, agree on how to apply resources, then go take action," said Harrison. "Then, a few hours later, we'd meet again to start the process over. A giant to-do list kept everybody on task."

"Property reunification" was one of the first tasks the group coordinated. When law enforcement evacuated UCC staff and students from campus, they left behind purses, credit cards, cell phones, house keys, computers, and cars. Making sure the right stuff was returned to the right person proved complicated.

Also on the giant to-do list: meeting mental-health needs, restoring the building where the shooting occurred, getting the campus business office operational, preparing to restart classes, writing press releases, arranging press conferences, and monitoring social media.

Keeping track

To keep track of it all, the UO team uses the Incident Command System, a standardized, on-scene structure developed by the U.S. Forest Service to deal with wildfires and now used around the world for disasters of all kinds.

"With a well-trained team, we could make sure that when the investigation was concluded, the transfer back to campus was as seamless as possible," Le Duc said.

And what of the effect of the emotionally charged incident on Le Duc and his team? "It changed me. It changed everyone on my staff," he said. "There are things I will remember that I don't want

to remember. But it makes us ask: How do we operationalize what we have learned from this incident so we are better prepared to stop trauma as fast as we can?" ■

A need for more response teams

The incident management team at the University of Oregon is the only one of its kind at a higher education institution in Oregon, and Andre Le Duc would like to see that change. His vision is to develop a network of highly trained teams that would be available to help with an event anywhere in the state.

"We could use two or three teams like ours to adequately cover the state," he said. "We're also working on a structure so there is a clearer channel to self-deploy."

Gaining traction

In the wake of the UCC incident, several efforts advancing timely emergency response have gained traction in Oregon. Le Duc is part of a national initiative through the International Association of Emergency Managers Universities & Colleges Caucus. UCC is now a member, along with UO and Tillamook Community College.

The goal is for members to make connections, share training and preparedness initiatives, and improve their capacity to respond to campus incidents. There is also a need for crisis-response teams for non campus-based events.

Meanwhile, Le Duc is leading the effort to develop more capacity. "The goal is to leverage resources that we have as a state to aid higher education in dealing with incidents like these," Le Duc said. ■

Sharing our stories

The Umpqua Story Project captures what we did, what we felt, and what we learned

There are distinct moments when the world changes. There is before and after. For those touched by the events at Umpqua Community College, Oct. 1, 2015, was one of those moments. All of the people affected hold a story of how they were changed. Sharing those stories can help heal, teach and engage. And, as organizers of The Umpqua Story Project hope, sharing of the stories will contribute to the efforts to prevent similar acts.

The project, sponsored by

the Douglas County Museum and The Ford Family Foundation, launched within days of the tragedy.

"We are working to capture what the community did, how we felt, and what we learned. The focus is on the community's resiliency, unity and healing," said Mark Yaconelli, a professional storyteller and the project coordinator.

In addition to the lessons-learned stories contained in this issue of *Community Vitality*, The Umpqua Story Project is gathering personal stories. Project volunteers, trained in compassionate listening, have deployed throughout the community to collect written and audio-recorded stories of generosity, kindness and compassion. More than 225 stories



have been collected to date.

All the stories are being archived with assistance from the Douglas County Museum, and they will be curated.

In the fall, The Umpqua Story Project plans to produce a live storytelling event with music performed and stories told by community members. Photos, written stories and audio recordings also will be shared in an exhibit.

It will be a time of reflection and a way to acknowledge that darkness can be the source of great light. ■

Volunteers attend a compassionate listening workshop led by Mark Yaconelli (at head of table), project coordinator of The Umpqua Story Project.



Snapshots of support



MARY JANE SCHULTE/EUGENE REGISTER-GUARD

As students return to classes on Oct. 12, 2015, community members line the road to the UCC campus to welcome them back.



RANDY L. RASMUSSEN/THE OREGONIAN/OREGONLIVE

The Portland Trail Blazers wear UCC T-shirts to honor victims on Oct. 5, 2015, before a game in Portland.



DAILY EMERALD

The crowd erupts in support as a UCC banner is shown during a University of Oregon football game in Eugene on Oct. 10, 2015.

Paramedics return to their ambulances after delivering victims to Mercy Medical Center in Roseburg on Oct. 1, 2015.



AARON YOST/THE NEWS-REVIEW

Mercy Medical Center ER rises to the challenge

Disaster drills become real as the hospital deals with mass casualties

As with all hospital emergency departments, Mercy Medical Center in Roseburg had drilled for a disaster, but never for an event involving multiple gunshot victims.

Minutes after the Umpqua Community College shootings began, Mercy sounded the trauma team activation warning on its intercom, and the emergency room braced for up to 20 gunshot victims.

Todd Luther, a registered nurse and director of the hospital's emergency department, was about a mile away, preparing to leave the next day on a hunting trip. He arrived at the

hospital before the first victims and helped organize the ER, which immediately filled with the entire staff of 25 nurses and physicians plus four surgeons and four additional physicians. The five operating rooms canceled all scheduled patients so they were available. An ER hallway with five adjoining rooms was cleared, and each room was staffed with a physician, nurses and staff.

The emergency workers faced enormous pressure. Some of them had family members attending UCC and did not know if they might see a loved one show up on a gurney.

David Price, who oversees

a six-member team of hospital chaplains, said the event was "unprecedented." The hospital, he said, could not have practiced for something of this magnitude.

The staff's plan was to focus immediately on the first five patients and prepare for five more in additional available rooms with the goal of treating them all within 20 minutes, Luther said. They aimed to work fast, so they could quickly get to a second wave of 10 patients.

But in the end, only ten patients arrived. One died shortly after arriving, another was non-traumatic and the ER treated the other eight within an hour.

Four were admitted for surgery, and three were airlifted to the PeaceHealth Sacred Heart Medical Center at RiverBend in Springfield.

Mercy's ER response had been quick, efficient and effective.

"It was surprising," Luther said. "We always knew we could do it, but it was smoother than any drill we ever ran."

Price said, "The clinical proficiency and trauma service coordination could only be described as miraculous." As medical workers attended to victims, Price and his staff offered families spiritual comfort and psychological first aid.

"I spent time with families," he said. "I spent time with some of the victims."

Other mental health workers from Roseburg's Community Health Alliance also came to the hospital to comfort victims and their families. A Eugene woman played her harp in the lobby, sending soothing tunes throughout the hospital.

After the ER completed its work with the UCC victims, the hospital's trauma director led a short debriefing with the staff. Then everyone turned "back to our normal selves" and began treating other patients showing up in the ER.

But there was nothing normal about that morning, and workers took time in the break room to hug, shed tears, vent and come to grips with the tragedy engulfing all of Roseburg.

"Typically it is a sign of weakness to show emotions," Luther said, "but we broke through that."

He was skeptical when he heard people wanted to bring in

"What we learned is, when we need to, we can step up and deal with a situation like that."

— Todd Luther
Director, Mercy Medical Center Emergency Room

three golden retriever therapy dogs, but the "dogs were amazing" in providing comfort to the ER staff, he said.

Five months later, the Mercy Medical Center staff is still healing and not yet 100% back to normal, according to Luther. But the ER doctors, nurses and staff are working with more confidence. "What we learned is, when we need to, we can step up and deal with a situation like that. That was the real takeaway for our staff and community." ■

Medical facilities: LESSONS LEARNED

Disaster training pays off. Even though Mercy Medical Center had never drilled specifically for a mass shooting, its disaster training meant staff knew what to do.

Provide recovery time for staff. After their work was done, the hospital staff took time to connect with each other. Mental health needs may need to be addressed.

Over prepare. Staff were ready to accept 20 victims. Only 10 patients arrived. Three were airlifted to PeaceHealth Sacred Heart Medical Center at RiverBend, about 70 miles away in Springfield. ■

An advocate for the victims

Kelly Wright matches needs with resources

Kelly Wright, victim services director at the Douglas County District Attorney's office, normally assists victims of felony crimes with the judicial process. She provides them with referrals and resources, attends hearings and helps them prepare for trial.

But when she was called to the Umpqua Community College campus after the shooting, her regular job description evaporated.

"Within 15 minutes I was on campus," Wright said. "I lived at the police station for the first week, and for the next four months, I was pretty much out of commission with my regular job."

In the hours after the shootings, Wright became the main contact for the families of the nine deceased, a number that quickly grew to include families of injured survivors and witnesses. She made difficult decisions about how to share highly confidential personal information about the victims, comforted families and survivors and, that evening, she was the one telling the families that their loved ones were dead.

During the coming months, she was in every victim's home at least six times and had repeated contacts with other affected people, helping them fill out victim compensation forms and connect with needed resources.



Kelly Wright works in the Douglas County District Attorney's office as the victim services director. She served as the main contact to more than 100 people affected by the shooting at UCC.

Funds for crime victims

One of the main resources Wright helped victims access is the Oregon Crime Victim's Compensation Fund. In addition to psychological and physical trauma, victims and their families often incur medical and counseling costs, funeral expenses and loss of income. The fund helps victims cover these costs.

When Wright left her office on Oct. 1, she didn't know she would be gone for months. The District Attorney's office could have asked the governor for an emergency administrator and the federal government for an

interim position, but in the end the office handled it internally.

Wright credited a supportive team at her office for making it all work. "I had amazing support from the get-go," she said. "It really helps to have an office manager who can take over anybody's job."

Douglas County District Attorney Rick Wesenberg played a community leadership role and supported her as she responded to victims' needs.

One of the first issues Wright tackled was how to put victims in touch with the community groups that wanted to help them. She had to have them

sign releases, so she could share their information with the agencies that would be a financial or food resource.

"I was very wary about sharing information and stalled a long time," she said.

Ideally, Wright said, she would have had a plan that specified a procedure for obtaining release forms and disseminating information in the first 72 hours.

Most of Wright's work revolved around meeting with a long list of victims, getting to know their needs, and matching them with financial and other resources. The sheer volume of contact was daunting. Eventually, she would have direct con-

tact with more than 100 people, many of them more than once.

She found a partner when she began working with Bryan Trenkle, Greater Douglas United Way's executive director, a few days after the incident. Together, they visited families and distributed assistance funds.

"Bryan and I worked together beautifully," she said. It was important to have a trusted partner when meeting the families, so the responsibilities could be shared. "If either of us needed a break, we knew we had backup."

Compassion fatigue

Wright normally helps victims while operating with clear personal boundaries that protect open investigations and prosecution efforts. "The boundary line got fuzzy," she said. Since the shooter was dead and there would be no trial, Wright didn't have to keep her distance from victims' families.

That closeness and intensity, in addition to the duration of the UCC incident, inevitably contributed to what Wright described as compassion fatigue, a hazard of her profession. "You get so burned out that you start to prioritize people's level of trauma," she said. "It

was hard hearing other people's needs when it felt like the only priorities were those from the shooting."

Wright's solution was to go to an out-of-town training in January, which allowed her to shift her perspective. "I went to Eugene every day, and it was very helpful in getting re-inspired. I realized: I *am* good at this; I'm *not* burned out; I'm just very tired.

"It was a perfect way to transition, and I came into my office for the first time after that." ■

Victims advocacy: LESSONS LEARNED

During the hours following the UCC incident, Kelly Wright discovered the importance of simple things.

Keep business cards current. Wright, who had gotten married in August, didn't have her new name or her correct contact number on the cards. "I couldn't pass out cards during the entire incident," she said.

Take care of yourself. "I didn't eat for days — I'm not kidding," she said. "The day it happened, at the reunification center, we were so busy dealing with the victims' families I couldn't eat. I felt awful."

Prepare a Go Kit. If she has to leave in a hurry again, Wright has prepared a kit with updated business cards, emergency forms for victim relief, an electronic tablet so people can apply electronically or online, release forms, pens, emergency pamphlets, and energy bars. ■

"Within 15 minutes I was on campus. I lived at the police station for the first week."

— Kelly Wright
Victim Services Director
Douglas County District
Attorney's office

Crisis intervention begins with psychological first aid

One night shortly after the Umpqua Community College shooting, Mary Dooley, a volunteer counselor, and some colleagues waited for more than an hour for their dinner at a Roseburg restaurant.

The waitress had forgotten their order. She apologized and noted that earlier in the day she had been back at the UCC campus for the first time since the shooting. Her distracted state was characteristic of someone who has been close to a traumatic event, which was true for just about everyone in Roseburg, said Dooley, a retired licensed social worker from Bend who volunteers for the Red Cross disaster mental health team.

"This was so deeply personal for everybody who lived in Roseburg," Dooley said.

The first objective in mental health crisis intervention after a violent event like the UCC shooting is to provide emotional and psychological first aid, experts say. People involved in trauma experience a disturbance in the balance between thinking and emotion and find their usual coping mechanisms fail, according to a report published by the International Critical Incident Stress Foundation, Inc.

Counselors can help people see they are having normal reactions to abnormal events, and restore their adaptive functions so that they don't descend into post traumatic stress disorder, depression, or drug and alcohol abuse.

The more primitive or downstairs portion of the human brain is wired to go into

a fight, flight or freeze state when people encounter trauma, Dooley said. The downstairs brain takes full control while the upstairs portion, which provides judgment, logic, and executive functions, largely goes away.

People then act like the forgetful waitress. They are jumpy, forgetful and have trouble concentrating. A nursing student from UCC told Dooley that "I can't stop thinking about it." Some people can't stop watching television news. Some students and teachers said they could not return to campus.

Turn off the television

Mental health workers can immediately help people regain at least some functions of the upstairs part of their brain, Dooley said. They can tell them their reactions are normal and help them deal with their feelings. They can urge them to turn off the television and take care of themselves. And they can direct them to do things that might be part of their routine, such as go jogging or shopping, talk with a friend or play the piano.

Counselors need to be sensitive to the differences in people, she said. Some people want to talk about it; others don't. Some benefit from gathering with others who went through the same trauma, but not everyone. For some, an event such as the UCC shooting triggers old wounds.

These people, she said, as well as those close to the violence or actual victims of it, may need more extensive therapy.

Local, state and federal mental health professionals provided plenty of psychological first aid in the days following the UCC tragedy. More care will be needed in the days to come. ■

Flood of mental health volunteers brought help and challenges

The need for counseling encompassed the entire community

Janet Holland, head of Community Health Alliance in Roseburg, was speaking in Astoria before a group of 40 county mental health professionals in a hotel meeting room when she got the call on the morning of Oct. 1.

She had told her staff that if there was an emergency to call her cell phone three times. When she felt her phone buzzing the third time, she stopped her presentation and told her audience she needed to take the call. Her operations director was on the phone. First, the

"I had interactions with people who were very close to what happened, who went through unimaginable things."

— Mary Dooley
American Red Cross

director said her own daughter and Holland's son, students at Umpqua Community College, were all right. Then she described the shootings.

Holland asked the mental health group she had been speaking to, Greater Oregon Behavioral Health Inc., to prepare to send counselors and asked two of them to return with her to Roseburg. Then she jumped in her car and began the nearly five-hour drive to her home, now a stunned and wounded community in need of her agency's help.

Initially, the demand seemed overwhelming. There was not a single counselor on the UCC campus. The college recently had seen its only two counselors leave for other jobs. Just two weeks before the shootings, the college had signed a contract with Holland's agency to provide counseling.

Now her staff suddenly was faced with providing crisis counseling to UCC students and others throughout the tight-knit town.

Their immediate priority would be to help grieving and shaken students and staff and their families regain a sense of normalcy and safety as they processed the tragedy. Counselors

also would be on the look out for anyone needing more intense, long-term help.

Holland would soon learn one of her biggest challenges as the health alliance's executive director would not be finding enough mental health volunteers, but rather organizing and vetting the flood of volunteers who arrived from across the state and country.

She also recognized the need to coordinate their efforts with work underway by police, ambulance services, hospitals and college officials, including professionals from elsewhere in the state and country. She learned firsthand the importance of having a predetermined line of communication and joint command structure.

Still, Holland was able to organize her staff by cell phone as she rushed back to Roseburg in a car driven by the health alliance's board chair, Dr. Christine Seals. Holland directed her counselors to cancel non-emergency appointments and head to Mercy Medical Center, where shooting victims were treated, and to the Douglas County Fairgrounds, where surviving students and staff were bused from campus.

At the fairgrounds, her staff



On Oct. 2, the day after the shooting, UCC students, faculty and staff arrive at the Douglas County Fairgrounds where they were offered grief counseling and a bus ride back to campus to pick up their possessions and vehicles.

and other mental health volunteers passed out water, provided cell-phone chargers and listened to students and staff who wanted to talk.

"People just pitched in," said Holland. "The first 48 hours were just a blur."

In the aftermath of a traumatic event like the UCC shootings, mental health workers provide psychological first aid, helping people regain their emotional balance, experts say.



Janet Holland, executive director of Community Health Alliance, speaks at a press conference on Oct. 3, 2015, in Roseburg.

Witnesses may be restless, jumpy, forgetful, sleepless and depressed. Counselors can help them see these reactions are typical and steer them to routines that will help them regain a sense of normalcy.

When Holland reached the fairgrounds on the Thursday evening of the shooting, students, staff and their families were gone, but her staff was still there finding ways to help by picking up pizza boxes, water bottles and other litter.

"They cleaned up the whole area," she said. "No one asked them to do it."

Help pours in

More help poured into the community that evening and the next two days. The American Red Cross dispatched a group of disaster mental health volunteers. So did the U.S. Public Health Service, the VA Roseburg Health Care System, Community Mental Health Program agencies and the State of Oregon. The

governor's office, the University of Oregon and other organizations also sent people to help.

About 16 highly trained and experienced trauma clinicians from the U.S. Public Health Services arrived Friday night from all over the country — Oklahoma, Texas, Alaska, Virginia and other places. Dressed in blue jumpsuits, they helped local professionals organize a mental health response plan. Holland said the federal workers wisely advised her and her team to first make use of all of the out-of-town volunteers so they could save their local staff for the long haul.

One challenge was to make sure that the mental health volunteers, who included local pastors and people with therapy dogs, were licensed and qualified to be providing aid, Holland

said. One man said he was a psychiatrist with Oregon Health & Science University, which could provide help, but didn't have any business cards. His identity had to be verified with another psychiatrist employed by CHA. One group even wanted to bring therapy ponies onto the UCC campus. The therapy dogs were allowed at UCC and Mercy Medical Center, but the un-vetted volunteers were told to stand by, Holland said. The ponies were turned down.

The mental health groups established drop-in counseling centers on the UCC campus and at centers around the area. Some workers also visited places like Costco and local schools.

The tragedy was personal

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Mental health: LESSONS LEARNED

Develop an emergency plan before you need it. Precious time was wasted as organizers figured out how to coordinate the response. A predetermined line of communication and joint command structure will allow for an immediate, coordinated response.

Tap outside resources first. Community Health Alliance first deployed all of the out-of-town volunteers so it could save its local staff for the long haul.

Prepare to vet volunteers. Volunteers willing to help flooded the community, but it wasn't always clear if they were qualified. Many were turned down.

Rely on pre-vetted help. Qualified disaster mental-health volunteers arrived from the American Red Cross, the U.S. Public Health Service, the VA Roseburg Health Care System and the State of Oregon. They were quickly deployed.

Provide counseling throughout the community. Make it as easy as possible for people to find help. The mental health groups established drop-in counseling centers on the UCC campus and around town.

Provide security. The national media, on a hunt for stories, followed some victims — even as they were seeking counseling. Counseling locations for the most vulnerable victims were kept private. Security monitored who was allowed in.

Reach out to first responders. Active shooter events, perhaps more than any other crime, impose extreme stress on responding police officers, according to a report by the Police Executive Research Forum in Washington, D.C. First responders and health-care providers often feel that asking for help is a sign of weakness. ■

Mental health response

Continued from page 17

for just about everyone — including the counselors and first responders — because just about everyone in the town of 22,000 had some connection to UCC, which enrolls about 5,000 students in the course of the year. In addition to Holland, other counselors, physicians, health-care workers and first responders had family members attending UCC. Everybody knew somebody who knew somebody affected in the tragedy.

For two weeks, disaster mental health volunteers from the American Red Cross served beside local pastors as counselors in a drop-in center at The Ford Family Foundation headquarters. A UCC dean sent over a good part of the UCC faculty and staff for counseling.

Security needed

The Foundation set up a private entrance for the UCC faculty and staff seeking counseling. Security at the entrance turned away national media reporters looking for a story.

Elsewhere, Community Health Alliance and other counselors explicitly offered mental health services to the first responders who found the murdered teacher and students on campus, to the crew who went in to clean up the massacre scene in Snyder Hall, and to a construction crew working on UCC projects. Holland even helped a reporter covering the tragedy.

"I probably spent a half hour talking to her about her own trauma response," she said.

An American Red Cross

counselor comforted a UCC professor who worried about going back to the classroom. "What am I going to say?" the professor asked. "How can I teach? It just seems irrelevant."

Counselors also talked to people who experienced the tragedy up close and witnessed "unimaginable things," as one of them described the events.

Months of counseling

In the weeks after the shooting, the Community Health Alliance set up the Umpqua Wellness Center, which would provide free counseling services related to the UCC tragedy for five months. The alliance joined forces with the Oregon Health Authority, Architrave Health (a health-care organization) and Adapt (a behavioral health provider) to establish and staff the center.

The center gave the state its first chance to deploy a team from the State Emergency Registry of Volunteers in Oregon, a team of retired psychologists, social workers, counselors and psychiatric nurse practitioners.

By mid-February, clinic volunteers had worked more than 655 hours, providing 252 treatment hours and 158 counseling sessions to 57 clients.

The state registry of volunteers proved to be a "great resource," said Holland. "If there is another incident, this group could be mobilized anywhere across the state." ■

Brief trauma can bring lasting stress

Responding officers had to be ready to fight, and they did

Six minutes after the 911 call about a shooter on the Umpqua Community College campus, two nearby Roseburg Police Department detectives rushed onto the scene. They immediately confronted the shooter, who fired on them as they fired back before he retreated into a breezeway and shot himself.

Within minutes, more police, ambulances and other first responders flooded the scene with care for the wounded and survivors. The scene was personal for responders, especially those who had family members at UCC. One of the students who died was Treven Anspach, 20, son of a Roseburg firefighter.

The swift response by police, emergency medical teams and others undoubtedly saved

lives. But what they saw and experienced in those first adrenaline-filled minutes could leave first responders with weeks, months, even years of psychological wounds and traumatic stress.

The Roseburg Police and other first responders were not available for interviews because of ongoing investigations. But the police response to the UCC shooting reflected modern practices, said Lt. David Okada of the Salem Police Department, who teaches classes on stress, trauma and psychological survival in law enforcement.

The first goal of police confronting an active shooter event is to "stop the shooter and make everyone as safe as possible, whatever that means," he said.

It often means putting officers in more dangerous and stressful situations that can have long-term psychological effects.

Lessons from Columbine

Not so long ago, law enforcement agencies commonly followed the protocol of confronting active shooters only with special weapons and tactics (SWAT) teams. But that all changed after the 1999 tragedy at Columbine High School in Colorado, where police waited for tactical experts while two shooters continued to murder students inside the school.

"Columbine brought a sea change in police tactics," according to a 2014 report on police response to shooters by the Police Executive Research Forum in Washington, D.C. "Columbine resulted in new approaches in



Law enforcement respond to Umpqua Community College after reports of an active shooter on campus on Oct 1, 2015. Active shooter events, perhaps more than any other type of crime, impose an extreme stress on responding police officers.

When to seek professional help

According to the Trauma Center at the Justice Resource Institute, a first responder (or anyone who has experienced a traumatic event) who is still feeling the following symptoms a month after the event should seek professional help:

Hyper-arousal: increases in heart rate, respiration and blood pressure; physical tension, difficulty sleeping, anxiety, fear, irritability or anger.

Avoidance: avoiding exposure to the trauma, including talking about it, thinking about it, visiting the place where it occurred or seeing people who shared the experience of it; withdrawing from friends and family; being unable to go back to work if it was an on-the-job trauma.

Intrusions: intrusive thoughts or memories of the traumatic event; flashbacks, in which people feel as though they are reliving the event with great intensity; and nightmares.

Psychic numbing: a sense of being emotionally numb; a sense of unreality; "spacing out"; and using substances to "numb out." ■

which patrol officers are being trained to respond to active shooters as quickly as possible."

Officers must be ready to fight, and for those who are first on the scene, that often means fighting the shooter alone, said the forum report. One study of 84 shooting events between 2000 and 2010 found that in more than half of those confronted by a single officer, the shooter was still killing people. In two out of three such cases, the officer shot the attacker, and in one of every four events, the suspect killed himself. One third of the officers who made solo entry were shot.

"Active shooter events, perhaps more than any other type of crime, impose an extreme stress on responding police officers," said the report.

'Working to survive'

The initial confrontation in an active shooter event typically is resolved within minutes with police either killing or subduing the attacker or with the attacker's suicide. But the adrenaline continues to surge through police officers and first responders for hours as they work to secure the crime scene, treat the wounded and ensure there are no other threats to survivors, Okada said.

"You are in tactical fight or flight mode," Okada said, "You are acting on tactical inputs and you are working to survive. Once that is done, it takes a while for your body and nervous system to get back to normal."

Okada said the psychological stresses on police responding to a mass shooting are

probably similar, though greatly magnified, to those affecting officers who have shot a suspect or handled multiple homicides or multiple traffic fatalities. Recognizing those pressures, the Oregon Legislature in 2007 passed a law, Senate Bill 111, requiring every county to develop a plan for police who use deadly force. The plans must require that involved officers get at least two sessions of mental health counseling and be restricted from active duty for at least three days.

First responders to mass shootings could also benefit from those standards, Okada said. Compared to the rest of society, "what we do every day as part of our normal duties is highly abnormal." ■

"You are in tactical fight or flight mode. You are acting on tactical inputs and you are working to survive. Once that is done, it takes a while for your body and nervous system to get back to normal."

Lt. David Okada
Salem Police Department

When the spotlight fades

Community leaders set up a structure to help build long-term recovery

For endless days last fall, it seemed like you couldn't turn on the news without hearing about Roseburg. The shooting at Umpqua Community College grabbed the world's attention. Media crews besieged the town. Local residents held meetings, conducted fundraisers. Donations flooded in to the UCC Strong fund and to individual accounts for victims and families. The president of the United States came to visit.

And then the vigils were over, and the crime tape came down. The college reopened. People went back to work. The media turned its attention to another shooting in another town.

Community members gather at Stewart Park in Roseburg on Oct. 1, 2015. What happens after the candlelight vigils are over, the crime tape comes down, and the media moves on? The last stage of recovery — long term — is, in many ways, the most difficult for a community to address.



MICHAEL SULLIVAN/THE NEWS-REVIEW

But the effects of a traumatic event like the one that happened at UCC linger long after the media spotlight goes away, sometimes for years. And it's not just the effects on the eight students injured in the shooting, several of whom still face long recoveries. It's the effects on their families, and on the students and teachers still traumatized from being on campus, the emergency workers who cared for the victims, the police officers who engaged the gunman.

The event is still affecting UCC staff, currently planning a renovation of the building where the shooting took place, and for members of the greater Douglas County community,

many of whom are strategizing on how to prevent similar occurrences, and how to react if one occurs.

Emergency management planners recognize that there are three stages of crisis. The immediate stage is focused on managing the crisis: setting up communications, establishing channels between first responders, and helping victims.

The second stage, lasting a short time, looks ahead a few days. In Roseburg, that meant accepting help from outside sources, making plans to reopen the campus, and providing continuing help for victims.

The last stage — long-term recovery — is, in many ways, the most difficult. Outside help has gone home, and it's up to the community to identify and accomplish the steps in the recovery process.

CHART steps up

In the immediate aftermath of the UCC crisis, a group of people recognized this hard fact and stepped up to begin the work of long-term community recovery. The Community Healing and Response Team (CHART) was formed just days after the incident.

"We weren't trying to build things back to where they were before Oct. 1, but rather orient ourselves to a new and better community," says Meredith Bliss, who serves as facilitator of the group. "It's all about how to take community and use it as



ADAM BICHER

Meredith Bliss serves as the facilitator of the Community Healing and Response Team (CHART) in Roseburg.

a catalyst to create something even stronger than before."

The team represents a cross-section of the community. It includes UCC employees and students, nonprofit representatives, businesspeople and members of the public. For the first several months after the shooting, the group met frequently to share information on what was happening throughout the county and strategize on how best to aid in recovery.

An evolving role

As needs changed, so did the group's role. "We met weekly in the immediate aftermath, then biweekly, and now monthly," Bliss says. "The group became an information-sharing and convening space. There is a real role and real value for that."

Today, as the role of CHART lessens, a leadership committee established with the support of the Governor's Office is taking point on community recovery. Many mem-

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Emergency management

A plan tested under fire puts Roseburg Forest Products in control

When an emergency occurs, the need to communicate is immediate. Emergency management plans give organizations the ability to respond to crises in a calm and systematic manner, with staff who are trained and practiced. They allow for streamlined communication inside and outside the organization.

Roseburg Forest Products' emergency response to the shooting at Umpqua Community College was a response that had literally been tried by fire — one year earlier, when a wildfire burned through the town of Weed, Calif., heavily damaging the Roseburg veneer facility there.

"Our approach was refined during the Weed fire incident," said Kellye Wise, Roseburg's senior vice president of human resources. The experience showed Wise that HR was a natural hub. "Human resources collects the information, and disseminates it back out as confirmed or rel-

evant or both," he said.

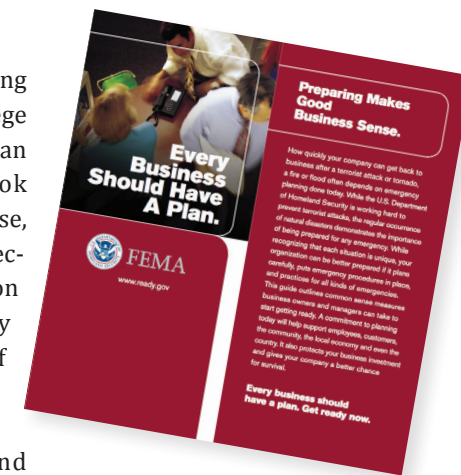
When word of the shooting at Umpqua Community College reached the plant, the human resources department took point on the company response, emailing managers and directors and posting updates on the company intranet. They responded to the blizzard of media phone calls with compassion and concern, while protecting the privacy and identities of employees swept up in the tragedy.

Connecting families

Employees with family at UCC were told they were free to leave work; many of them sent back valuable information on the ever-changing situation. The company tracked down employees offsite.

"We had a forester whose wife is a student at UCC, so we sent someone to the woods to find him," said Wise.

The company's immediate response was to manage the information flow, internally identifying the victims and their ties



This guide, available at ready.gov, outlines measures businesses can take to prepare for emergencies.

to the company. Next, the company began coordinating efforts around meeting victims' needs, which included taking care of medical bills, memorial services and meals. The third stage was to manage longer-term needs, making sure affected workers do not lack necessary resources.

ready.gov

The company's response followed protocol outlined on the federal government website, ready.gov. The site offers a wealth of resources for businesses that want to develop a preparedness program. In addition to responding to human-caused emergencies like the UCC shooting, the Ready Business program also can be used in response to natural disasters, such as earthquakes. Topics covered include crisis communication, resource management, business continuity and employee assistance. ■



REBECCA TAYLOR

Kellye Wise, Roseburg's senior vice president of human resources, had tested the company's emergency management plan one year earlier, when a wildfire burned through the mill town of Weed, Calif.

Communications needs

Information flies fast: It's a daunting task to keep it accurate, timely

Every group involved in the response to the UCC shooting had overwhelming communication needs. Plans were being made quickly — from evacuations of the campus to locations for counseling.

"The information flew, and it was a daunting task to keep it accurate and timely," said Nora Vitz Harrison, a communications consultant to The Ford Family Foundation who assisted in the UCC command center. "No one public information officer could have handled the load."

Accept help, was one of the lessons Harrison took away from the experience. An army of communication professionals from across the state and from various agencies cycled through the command center. They wrote press releases, drafted question-and-answer sheets, and prepared press-briefing notes for

officials. Harrison offered other lessons:

Build resilient and redundant websites. UCC's website, the place where most people looked to get information, became overloaded and crashed as the incident became an international story. The problem was made worse as the passwords to access the site were kept in Synder Hall, the scene of the shooting.

Beware the national media circus. The national media descended en masse, filling the hotels and clogging the roads around the college, the hospital and sites of the funerals. They were relentless in their pursuit of stories. A male reporter followed Vanessa Becker, chair of the UCC board of trustees, into a restroom trying to get an interview. Other reporters staked out the counseling cen-

ters hoping to talk with victims. A college administrator said she was asked questions clearly designed to make her cry on camera.

A community member reported that her neighbors set up lawn chairs across both ends of the street on which a victim's family lived. The family had no desire to talk to anyone. Neighbors took turns sitting in the chairs to create a human barricade and to protect the family from the onslaught of reporters.

UCC has only one road in and out, which helped in controlling the media's access to the campus. Law enforcement kept the road blocked until a plan was in place to re-open the college. The national media finally left after the last funeral.

Embrace the local media. Despite the free-for-all with

the national media, the local media behaved, for the most part, responsibly. They helped disseminate critical information — where to find counseling, how to donate funds, and where to give blood. They, too, pursued the unfolding story, but they are part of the community and in for the long haul.

Use all communication channels. Press briefings are just the start. Post to websites, Facebook, Twitter, and any other means of sharing information.

Monitor social media. Facebook helped families and authorities alike account for possible victims.

Know that some will try to politicize the event. While the overwhelming majority of the community focused on ways to help the victims, a few grabbed the spotlight to highlight their agendas. The media were quick to give them a microphone. Gun-rights protestors (for and against), many from out of town, used the moment

to promote their views. Others led demonstrations against President Obama, who came to offer condolences to the victims' families. The media did not differentiate between locals and outsiders, nor did they check credentials for people who held out their opinions as representative of elected officials. The result was a misrepresentation of the community, which was difficult to correct.

Stay focused. Don't worry about things over which you have no control. The work in the command center needs your full attention.

Take care of your basic needs. Like food and sleep. Make sure someone is charged with keeping healthy food and drinks available at the command centers.

Cycle out. The atmosphere is intense and exhausting. Understand your limits and hand over to others when your effectiveness wanes. ■

When the spotlight fades

Continued from page 21

bers also belonged to CHART.

CHART was the logical place for the governor's office to connect with when she appointed Jamie Damon, from the State of Oregon Regional Solutions office, to support local recovery efforts.

A smaller executive group, called The Leadership Council (TLC), was created with the authority to develop funding proposals to government agencies.

Funding request

TLC's first task is to request funds from a U.S. Department of Justice Antiterrorism and Emergency Assistance program to reimburse Douglas County agencies for costs incurred as a result of the tragedy. The program also can provide funds to support the community's recovery.

TLC is working with a technical advisor from the U.S. Department of Justice to develop the funding request.

In addition, the group is charged with identifying resources from the state Legislature and other funders. A cross-section of key decision-makers comprise the group, including first responders, UCC leadership, elected officials, foundation representatives, civic and faith leaders, tribal leaders, and medical professionals. ■



Tattoo artists in Roseburg offered Roseburg- and UCC-themed tattoos for a donation to aid victims.

Many acts of kindness

Continued from back cover

sold 3,000 signs nationwide. He stopped counting after the number reached 7,000.

"I never in a million years thought we'd have so many people help, so many businesses contribute materials," he said. "We raised over \$134,000 for the families, but the biggest positive thing to me is that this community now knows how much we care for one another."

Troxel's neighbor Jennifer Norman was one of the volunteers who helped and remembered how Justin's front yard became a gathering place. "Family members of victims came and stood in the driveway telling stories. People cried together and laughed together. It became a safe place to be with one another."

Meanwhile, the phrase "I am UCC" that spoke to me on my drive into Roseburg became a rallying cry for many. Seven13 Studios, a local graphics business, created artwork and printed 10,000 decals. The employees of



The phrase "I am UCC" became a rallying cry. It was printed on decals and T-shirts.

Oregon Serigraphics kept its hand-operated T-shirt screening equipment going deep into the night. They eventually produced 4,500 "I am UCC" shirts, which were given to volunteers and UCC students when they returned to campus.

Today, the community has moved into the difficult phase of long-term recovery. The feelings of support we had and acted on should help make that transition easier. Tragedy can bring out the best of the human spirit and strengthen the bonds of community.

The "I am UCC" billboard is still near the freeway. A new one has gone up nearby: UCC Strong. ■



Media satellite trucks line the road near Umpqua Community College on Oct. 2, 2015.

Many acts of kindness

The community came together in ways that were patient, kind and compassionate



By **Nora Vitz Harrison**
Editor, *Community Vitality*

The billboard off the interstate near Roseburg boldly proclaims “I am UCC” next to a graphic of a Riverhawk, the college mascot. For a jarring moment I wondered, *How was that billboard put up so quickly?* I was driving into Roseburg to help, just hours after the shooting at Umpqua Community College.

Then, I remembered: The billboard was part of UCC’s recruiting campaign. It had been there for months.

But at that moment, I felt the slogan spoke directly to me. Others who saw the billboard experienced the same connection. All of us that day were UCC.

We felt the pain of victims and their families, and the pain of a community that was deeply shaken. But we also felt the kindness of a community that had come together around the

senseless loss of life. People were extraordinarily patient, kind, and compassionate in the following days.

Hundreds waited in long lines to donate at a local blood drive. Roseburg residents were joined by others from across the state. A teacher came from Silverton, two hours away, to donate. “I took the day off because I felt it was the right thing to do,” he said to a television reporter.

Reader boards for local businesses transformed from advertising messages to messages of support for the victims, their families and the college.

Tattoo parlors offered UCC- and Roseburg-themed tattoos for a donation to help victims. Tattoo artist James Walls inked more than 40 people with “Roseburg Strong” tattoos in one day.

“I just wanted to help,” Walls said. “I just wanted to do something positive and help the community, bring more people together.”

Justin Troxel, a graduate of the welding program at Umpqua Community College, responded by creating metal signs in the shape of Oregon. A cut-out heart marked the spot where Roseburg would be. He planned to make about 50 signs, sell them for \$10 and donate the proceeds to the UCC Strong fund.

But the project quickly expanded. Propelled by social media, neighbors and strangers came to help produce the signs. Within a week, he had

Continued on page 23



JADE WOODS

Reader boards around town displayed support for UCC.

A fundraiser featuring metal signs expanded into something bigger than the original ever imagined.



MICHAEL SULLIVAN/THE NEWS-REVIEW

Who we lost on
Oct. 1, 2015

Lucero Alvarez, 19
Treven Anspach, 20
Rebecka Carnes, 18
Quinn Cooper, 18
Kim Saltmarsh Dietz, 59
Lucas Eibel, 18
Jason Johnson, 33
Lawrence Levine, 67
Sarena Moore, 44

See page 7.



**THE Ford Family
FOUNDATION**

MISSION

Successful citizens and vital rural communities

CORE VALUES

Integrity: Promoting and acknowledging principled behavior

Stewardship: Responsibility to give back and accountability for resources and results

Respect: Valuing all individuals

Independence: Encouraging self-reliance and initiative

Community: Working together for positive change