

City of Santa Monica
June 7th, 2013 Shooting Incident

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1. EXECUTIVE SUMMARY

The observations detailed in this document are intended to provide a review of the response and initial recovery efforts to the June 7th shooting incident in Santa Monica, California which resulted in six deaths, thousands of people evacuated and students sheltering in place for several hours. This document also is intended to provide a “road map” for other jurisdictions that may be affected by similar incidents in the future, so that they may be better prepared to respond to and recover from similar incidents. The observations generated at the end of this report are grouped in four core areas: (1) Communications and Notifications; (2) Incident Command System Protocols and Training; (3) Response and Recovery Logistics; and (4) Community Recovery Services.

The causes of this type of incident are complicated and outside of the scope of this report. This report focuses on the incident itself and how the community of Santa Monica responded in the moments following the incident and into the recovery phase in the days and weeks that followed. This report will also provide an overview of the City’s response to this incident and identify opportunities for improvement and is intended to serve as a framework for other jurisdictions that may encounter similar events.

On June 7th, 2013 within the span of 13 minutes, a gunman named John Zawahri, shot and killed his father and brother, burned down his family’s home, carjacked a vehicle and kidnapped the driver who was then forced to drive Zawahri across town to the Santa Monica College campus where he killed an additional three people. During this time, he shot at a municipal bus filled with passengers, randomly at people on the streets and at college employees hiding in rooms in the library building at the Santa Monica College. Law enforcement personnel rapidly responded to the area, found Zawahri in the midst of shooting inside the library, and they fatally shot him, preventing him from continuing his attack.

The shooting caused students at the college to hide in rooms throughout the campus and wait there for hours as law enforcement searched for any additional threats. Residents in the impacted neighborhoods took shelter in their homes and followed the events via traditional new media as well as through social media outlets. Thousands of students in the Santa Monica Malibu Unified School District were on lockdown status in their classrooms, sheltering under their desks. Additionally, many students were evacuated from their schools across the school district to a Family Assistance Center that had been quickly established at the school district’s main offices.

Hundreds of first responders from several Southern California agencies responded to Santa Monica to render assistance in the form of medical response to those injured during the incident, to aid in the search for the assailant (and potentially additional suspects and other hazards), and to assist in the mental health response and recovery efforts. In the days that followed, the City worked with the community, Santa Monica College, the school district, and others to recover and return to normalcy.

The City’s preparation to respond to these types of violent incidents had begun long before June 7th, 2013. In fact, the comprehensive training, preparation, and coordination that members of the Santa Monica Police Department, Santa Monica Fire Department, Santa Monica City Emergency Operations Center personnel, Santa Monica College Police, Santa Monica Malibu Unified School District, American

Red Cross, and many other agencies and individuals took part in were the determining factors in limiting the devastating effects of this incident.

Since the June 7th, 2013 shooting in Santa Monica, the United States has experienced a number of additional high profile shooting incidents perpetrated by lone gunmen including: a shooting at the Navy Yard in Washington DC which resulted in 13 deaths; a shooting at the Los Angeles International World Airport which killed one TSA Agent and resulted in the mass evacuation of tens of thousands of people; and a school shooting at Arapahoe High School in Colorado which severely wounded one student and endangered many more.

It is hoped that this document will assist other communities in preparing for and responding to violent incidents which are unfortunately becoming frequent occurrences across the country. In each of these cases, there are common themes including communications, emergency notifications, Incident Command System protocols, and resource management priorities that can provide insight to other jurisdictions.

2. BACKGROUND

The City of Santa Monica is a thriving coastal municipality which borders the City of Los Angeles and is one of the most popular destinations to live, work, play, and visit in Southern California. On June 7th, 2013 the City was preparing for another busy day. The Santa Monica High School was completing preparations for the 2013 Senior Class graduation ceremonies scheduled to occur that evening. There were thousands of visitors and residents enjoying the Santa Monica beaches and other attractions. Members of the City government were attending a local service organizations award ceremony for public safety personnel, teachers, and other community members. Additionally, the President of the United States was in town, attending an event at the private residence of a local member of the entertainment industry.

The shooting incident lasted approximately 13 minutes. In that brief period of time, the gunman, John Zawahri, 23, killed his father, Samir, 55, and brother, Christopher, 25, at their Yorkshire Avenue home in Santa Monica and set the structure on fire. He then left his burning residence, shot at one passerby and then carjacked a passing motorist and forced her at gunpoint to drive him to Santa Monica College. Along the way, he fired at other vehicles, including a municipal city bus and a sport utility vehicle carrying Carlos Franco, 68, an off-duty grounds keeper employed at the college, and his daughter, Marcela, 26, both of whom were fatally wounded.

After entering the Santa Monica College campus, Zawahri shot and killed Margarita Gomez, 68. He then entered the library and fired several gunshots at a group of library employees who were barricaded in a storage room. Zawahri was ultimately killed during a confrontation with police while still in the library. It is clear that this incident would have resulted in a much greater loss of life if not for the swift action taken by Santa Monica Police and Santa Monica College Police.

Following this incident, the City of Santa Monica's Office of Emergency Management took the lead in authoring this review of the City's response to the incident. This report is not intended to serve as the conclusive summary of the City of Santa Monica's response to the June 7th incident. The information gathered for this document was derived from interviews with stakeholders as well as written responses that were provided by some participants. This document is a summary of many of those findings. The observations offered herein are not intended to be all-encompassing. Individual departments and partner organizations may conduct their own internal reviews of their response to this incident that will provide additional depth to the understanding of this incident and will help in preparations for future events.

3. RESPONDING DEPARTMENTS' AND AGENCIES' SUMMARIES

The following section presents a summary of the actions of City Departments and outside partner agencies involved in the response and recovery to the June 7th incident. These summaries provide a glimpse of actions and lessons learned by key participants. Each Department and agency has collected additional information which is outside of the scope of this document.

3.1 OFFICE OF EMERGENCY MANAGEMENT

The Santa Monica Office of Emergency Management (OEM) is part of the City Manager's Office and is staffed by three full-time employees. OEM was created in 2011 and during its first two years in existence the Division updated and remodeled the City's Emergency Operations Center (EOC); updated and revised the City's Emergency Operations Plan, and implemented an aggressive training and exercise program for EOC personnel from all City Departments. The role of the EOC is to support all field operations, gather, analyze, and disseminate information and to provide public information assistance. The improvements in emergency management in Santa Monica were tangible during the response to the events of June 7th.

On June 7th, the Santa Monica EOC was activated in direct support of an unplanned incident for the first time since the 1994 Northridge earthquake. The EOC has been activated several times to support planned events such as the 2000 Democratic National Convention, the 2010-2013 Los Angeles Marathons, and the 2009 and 2011 Glow Arts Festivals.

On June 7th, 2013, OEM staff was en route to a local service organization's awards luncheon honoring members of City Departments, as well as other local agencies. The Santa Monica City Manager was with OEM staff as they heard the incident unfold on the public safety radio channels. As reports of a suspect at the Santa Monica College were being broadcast, the City Manager instructed OEM staff to return to the Emergency Operations Center and to activate at a Level One status. At 12:25 pm, the EOC was activated to a Level One status.

The Management and Logistics Sections of the EOC were activated and staffed. The Operations Section was vacant due to the fact that all Operations Section EOC members were in the field responding to the emergency. This proved to be problematic and steps to correct this have been developed as part of the Emergency Operations Center activation process.

Management Section staff were in constant contact with the Santa Monica Malibu Unified School District throughout the event. The Santa Monica Police Department ordered the District to place all facilities on lockdown status. The District Superintendent was in contact with the EOC Director to facilitate releasing schools from lockdown. The District's communication with the EOC Director was instrumental in coordinating with the Police in order for those at Santa Monica High School to be released from lockdown status and to enable the graduation events to proceed that evening. This was an important step in the community's overall recovery and return to a sense of normalcy.

The Public Information Team in the EOC worked to gather, analyze, and disseminate information about the event during the activation. This proved to be challenging for a number of reasons. One of which was the fact that the incident was fluid in nature and key personnel from the public safety departments were occupied in the immediate response actions. The Public Information Team staff relied heavily on television broadcasts from the traditional media who were on scene due to the difficulty in obtaining verified information from responders in the field. A number of social media outlets were also simultaneously providing information from the college campus. This included both individuals using social media such as Facebook and Twitter, as well as official alert and notification systems belonging to organizations. The Santa Monica Malibu Unified School District and the Santa Monica College also utilized their internal emergency alert systems during the event, and provided valuable and timely information to their students, faculty, staff, and parents. Additionally, a SM Alerts, Santa Monica's alert and mass notification system, message was disseminated several hours into the incident from the EOC to all City staff as well as those members of the community who were part of the "opt-in" notification public safety distribution list. Management Section staff supported the public information effort by keeping City Council members informed throughout the incident

The Logistics Section worked with internal and external partners to support field operations including the provision of food, water, port-a-potties, and lighting. Communicating the specifics of logistical requests is always a challenge in emergencies. The exact type of resources, use of resources, delivery locations, and contact information for both the delivering and receiving personnel are crucial. Lessons learned regarding the procurement of emergency resources focus on the need to be clear about the number, types, and expected uses of requested resources. Additionally, developing Mutual Aid Agreements and Memorandums of Understanding prior to an event, would likely facilitate the identification and procurement of resources.

The EOC was deactivated at 6:30 pm on June 7th. OEM staff remained in contact with the incident command post during the next 36 hours to ensure that their logistical needs were met.

Emergency Operations Center Key Observations:

- Immediately upon activation of the EOC, a notification must be sent to City Staff, City Council members, and key external partners including the Santa Monica Malibu School District, American Red Cross, and local hospitals.
- The EOC startup guide needs to have additional phone numbers for key city staff and emergency response partners.
- Copies of maps need to be pre-positioned in the EOC to assist in incident/event tracking. A GIS technician needs to be available to EOC staff during activations.
- There must be representatives from the Police and Fire Departments in the Operations Section of the EOC during any activation.
- The SM Alerts notification system needs to be utilized when possible by EOC staff, as well as public safety personnel. Further, the SM Alerts system needs to be utilized early in the event. Additionally, the SM Alerts system should continue to be publicized in the community to increase the number of subscribers.

These observations have been implemented and are now part of the standard operations procedures and protocols associated with any Emergency Operations Center activation.

3.2 POLICE DEPARTMENT

The June 7th incident had the potential to be a much more tragic event if not for the quick and heroic actions of many in public safety. Specifically, the Santa Monica Police and the Santa Monica College Police Departments' fast action brought an end to this incident in less than 14 minutes. The actions of many individuals were responsible for the successful outcome and this is due to several factors including training, organizational relationships, and a rapid response. Nonetheless, there are lessons to be learned from this incident that can be applied in incidents and disasters in the future.

This section focuses on the overall response to the incident and provides observations from a city-wide perspective; it is not intended to serve as the law enforcement discipline's after-action review and will not focus on the tactical details of the event. The information in this section was obtained from interviews with Santa Monica Police Department personnel.

The June 7th incident was unique in many ways. One factor that likely contributed to the quick response from law enforcement was the presence of President Barack Obama in Santa Monica for a scheduled event. Due to the staffing demands of the Presidential detail, many key Santa Monica Police Department personnel were in town at the time of the incident. This provided the Police Department with specialized tactical resources in close proximity to the event, which may not have otherwise been as readily available.

Another complicating factor in the response to this incident was gathering, verifying, and disseminating accurate incident information. This affected all responding agencies and organizations for several hours due to the fluid nature of the event. The information gathering was further hindered by the large scope of the crime scene that stretched over a mile-and-a-half and the multiple reports of additional shooters which later proved to be erroneous. A clear and accurate overview of the event was difficult to develop even after the actual threat was eliminated. The difficulty in gathering accurate information during the initial response phase of an event is common. The fact that this incident concluded on a large college campus that was fully populated added to the challenge of gathering accurate information.

Adding to the challenge of securing the campus was the fact that as students and faculty fled the campus when the incident began; many of them left their backpacks, belongings, and cars as they headed for safety. The abandoned backpacks and other bags were part of the massive crime scene and all needed to be investigated by law enforcement in order to finally clear the campus. Belongings, including cars, were allowed to be picked up the following day. The process of reuniting people with their possessions and cars was coordinated by the Santa Monica College administration and the Santa Monica Police Department.

Clearer communication with outside organizations including the Santa Monica Malibu Unified School District, hospitals and others would have improved the efficiency of some operations. Specifically, the Santa Monica Police Department initially called for a "lockdown" of all schools in Santa Monica. Status

updates from the Incident Command Post to the school district would have enabled schools located outside of the affected area to be released from lockdown status sooner, or to have been advised to “shelter in place”. For school administrators, a “lockdown” calls for children to be kept in their classrooms with the doors secured and lights out. Further, children were prevented from leaving the classroom to use the restrooms or eating lunch in the cafeteria. A “shelter in place” order would have allowed students to move about the school facilities, as long as the exterior doors were locked and secured.

One key factor that was immediately addressed following the incident was the need for SM Alerts, the City of Santa Monica’s alert and notification system, to be utilized early in the event. There was a challenge in using the system due to the ever changing nature of the event. However, a message to the public needs to be formulated and disseminated in the initial response phase.

Establishing and maintaining command and control of the incident was a challenge due to the dynamic nature of the event. The fact that the incident traversed such a large area and that information was so difficult to verify, led to changes in the Incident Command System structure.

It is clear that the prior training in all disciplines involved in this incident was responsible for the quick conclusion and limited the number potential victims. Additionally, the training of the support roles from all disciplines involved in this response, including law enforcement, fire and emergency medical services, emergency operations center personnel, and others were a determining factor in the overall response. The Santa Monica Police Department clearly benefited from participating in recent active shooter training. Additional active shooter training and familiarization with vulnerable locations would also be beneficial. Further, the active shooter training of the library staff at the Santa Monica College held just weeks prior to the incident most definitely saved lives of both student and staff.

Santa Monica Police Department Key Observations:

- The overall success of the incident response was a result of the cooperation and assistance from outside agencies, such as the Beverly Hills Police Department, the Los Angeles Police Department, and the Los Angeles County Sheriff’s Department. Without their direct involvement and significant commitment of dedicated resources, the response would have been much more fractured.
- The SM Alerts notification system should be utilized early in the event to alert the community.
- As the situation develops, and grows in scope, a larger command post area may be needed to maintain control of the multiple agencies that respond to the incident.
- Delegation of roles and authority may have assisted in the command and control of specific operations regarding both the response and investigation phases of this incident.
- Active shooter training for both Police Department and library staff at Santa Monica College was essential to minimizing the number of casualties.

3.3 FIRE DEPARTMENT

The June 7th incident provided the Santa Monica Fire Department with many challenges because of its dynamic nature. The actions of many in the Department were responsible for the successful outcome of an event which could have been much more tragic. This report is not intended to focus on the specific tactical operations of the fire or emergency medical response disciplines. First responders from a variety of mutual aid agencies helped the Santa Monica Fire Department conduct operations in an unfamiliar environment and under extremely intense and uncertain circumstances. The individual actions of several members of the Santa Monica Fire Department played a significant role in the successful outcome of this incident. Specialized response training conducted by the Santa Monica Fire Department proved to be essential in managing and responding to this event.

On June 7th, at approximately 11:45 am, the Santa Monica Fire Department responded to a house fire. Upon arrival, the Fire Department members realized that this was not an ordinary house fire. The two deceased victims in the house did not appear to have perished from the fire but from gunshot wounds. As the house fire was being extinguished, the incident began to unfold across town and at the Santa Monica College as well. A passerby was shot at outside of the house and required treatment from Santa Monica Fire Department personnel. Because of the fluid nature of this incident, it was not immediately determined that the initial fire was related to the larger incident across town.

A resource staging area was identified by the Santa Monica Fire Department at one of the College parking lots. A Staging Manager was assigned and resources were directed to that location. Additionally, a Plans Section Chief, and Incident Safety Officer, and a Logistics Section Chief were all assigned within the first 30 minutes of the response.

Upon arrival at the Santa Monica College, the Santa Monica Fire Department immediately unified their command with the Santa Monica Police Department and as dictated by the Unified Command system. Once response operations were underway at the Santa Monica College, the Fire Department worked closely with law enforcement and assisted in the active search for victims while there was still a very active crime scene to navigate. Even though the gunman was shot and killed by police on the college campus, law enforcement continued actively searching the campus for additional gunmen and or suspects, as well as any additional victims. The search of the campus lasted well over eight hours and needed to be coordinated with several law enforcement agencies as well as the Fire Department. This incident highlighted the need for continued tactical emergency medical response training with law enforcement and fire response personnel. The application of tactical emergency medical services was crucial in making entry to many locations on the Santa Monica College campus

As events unfolded, Fire Department Incident Commanders requested the activation of a Family Assistance Center (FAC). One was established at the Santa Monica Malibu Unified School District Offices due to the fact that several of their facilities were impacted and many students were relocated during the response. The goal of a FAC is to assist families in the reunification process following emergencies. The activation of this FAC benefited the police and fire responders because it provided a location away from the immediate scene for people to reunify and receive information.

This event reinforced the need for first responders to operate in a true, unified command system, as dictated by the Incident Command System structure. This allows for responding agencies to share operations, logistical, and policy related planning and information in an efficient manner. As part of this formal incident response structure, issues including the incident perimeter and area of operations can more easily be identified and communicated to responding personnel, including safe access and egress routes.

Additionally, the need for the Santa Monica Fire Department to continue training in collaboration with the Santa Monica Police Department inside active crime scenes is imperative. Force protection of fire department resources (when operating within active crimes scenes) may have provided additional protection for responders. An example of this is having a law enforcement presence while fire department units responded to the initial house fire. No information about the shooter was available to the Fire Department during their response, other than there was an active shooter in the area and that the fire was related to the active shooter incident.

Another observation about the response to the incident is the need for rehabilitation resources to be made available for crews working the incident. These resources such as food, water, and shelter during extended operations need to be coordinate with the unified commanders and be provided to all responders, regardless of agency or discipline affiliation. Additionally, consideration should be given to provide for relief crews earlier and to provide basic needs such as food, water, and rehabilitation.

Santa Monica Fire Department Key Observations:

- The importance of first responders from different agencies and disciplines to operate in a Unified Command System was highlighted during this event. This allows for better coordination during the response, investigation, and recovery phases of an incident.
- The Santa Monica Fire Department should participate in additional training and exercises with the Santa Monica Police Department focusing on safely operating in active crime scenes. The use of Tactical Emergency Medical Services is crucial to a quick response to these types of events.
- Rehabilitation resources for first responders should be coordinated including food, water, and early relief when possible.

3.4 BIG BLUE BUS

The June 7th incident was an unprecedented event to which Big Blue Bus staff responded tactically and professionally. Never before in its 85-year history has the Big Blue Bus (BBB) come under attack by an armed gunman shooting at a motor coach in service. While no amount of training can ever fully prepare transit workers for catastrophic emergencies, the actions of BBB staff on board bus 4057, at the scene of the incident immediately afterward, at BBB headquarters, and offsite in the days to follow were commendable.

Unaware that the attack of bus 4057 on June 7th was part of a shooting spree affecting other areas of the City of Santa Monica, BBB staff responded to the crisis with the sole focus on safety of the people on

board. Bus 4057 running on Line 7 was carrying approximately two dozen passengers when it became a target along the shooter's path. The operator acted quickly and tactically to get her passengers out of harm's way.

Immediately after the gunman riddled bus 4057 with bullets, the Motor Coach Operator drove the bus away from the scene and contacted dispatch. Dispatch alerted the Chief Operating Officer (COO), who contacted the Transit Director. The Director was en route to a civic luncheon with the Transit Government and Community Relations Manager at the time. Upon notification, the Transit Director contacted the City Management team and, throughout the day, the BBB's Community Relations Manager fielded a series of media calls. Both returned to BBB headquarters and walked over to join the City's Emergency Operations (EOC) at the Public Safety Facility. BBB Operations team continued to provide services at the scene of the incident. Dispatch created detours in order to continue seamless service to customers and provided "shelter in place", with three BBB buses that were stranded south of Pico near the SMC Campus, for law enforcement officials tasked with interviewing witnesses and to triage those who were injured. BBB Administrative Services contacted Risk Management and Human Resources initiating a series of post-incident actions to facilitate health and well-being services for employees. Transit Maintenance staff ensured that bus 4057 was brought back to their facility and secured in a maintenance bay for Police Department inspection and follow-up.

The City of Santa Monica's response to the incident was facilitated by having the Transit Director represented in the Emergency Operations Center's Logistics Section. In addition to coordinating logistical supplies for field responders to the incident, the Transit Director coordinated the chain of custody for the DVR system from the targeted bus, with BBB personnel on the scene and law enforcement and City Attorney's Office staff.

Big Blue Bus staff was prepared to field multiple media inquiries regarding the incident. Additionally, their staff communicated detours of affected bus routes through their website, the BBB Alert system, and the media. They were also in contact with the Santa Monica College students and faculty who were evacuated from campus, without their belongings and needing rides, in accessing BBB services until their belongings were returned.

Staff initiated medical and mental health services for Motor Coach Operators involved in the incident as well as other BBB staff in need of assistance. Additionally, Big Blue Bus staff coordinated an Employee Assistance Program staff site visit to address employee concerns the week following the incident.

In the weeks after the shootings, the Big Blue Bus conducted several internal debriefings with division managers and supervisors to recreate BBB's emergency response immediately after the incident as well as the minutes, hours and days following. The debriefings involved reviewing emergency response tactics, post-incident actions, and identifying areas of improvement for ongoing emergency response training and strategy development. In these post-incident internal debriefings, candid discussions ensued regarding what could have been done differently and what, if anything, could have been done better. These discussions provide the foundation for what they will incorporate into their emergency response plan and ongoing trainings.

Big Blue Bus Key Observations:

- The quick actions of the Motor Coach Operator saved lives.
- The Employee Assistance Program services provided to BBB personnel including medical and mental health services were invaluable.
- The post incident reviews conducted by BBB provided information which will be included in future trainings.

3.5 PUBLIC WORKS DEPARTMENT

As in most emergencies, the overall success is not limited to the actions of those first responders from the Police and Fire Departments, but is generally a citywide effort. The Santa Monica Public Works Department was a key partner in the response to the June 7th incident. Public Works staff was available in the Emergency Operations Center and was critical in procuring basic logistical support items needed for a successful outcome.

During the response, recovery, and investigative phases of such incidents, Public Works support is critical to the efficiency and success of the mission. During this incident, logistical supplies including emergency portable lighting and port-a-potties were requested through the Emergency Operations Center. These requests were processed through the Public Works Department Operations Center. The supplies that Santa Monica had on hand were quickly exhausted and Public Works staff then was tasked with locating additional supplies in the region. Public Works staff were then on call during the following days to assist in the cleanup and demobilization of the Incident Command Post and adjacent areas.

One of the main challenges for the Public Works Department on June 7th was communications with the Emergency Operations Center and the Incident Command Post. Information was difficult to gather and share in the initial stages of the incident. Public Works staff did not wait for information to be disseminated from other City Departments. As soon as the incident began to unfold, Public Works staff notified all of their field personnel to avoid the affected areas and to return to the City Yards facility. When the incident finally demobilized, Public Works needed to be notified of any further responsibilities in the area including cleanup of affected areas. Once the Emergency Operations Center was demobilized, the Incident Command Post needed to establish communications with Public Works to ensure a seamless demobilization.

During the incident, the Command Post requested six portable emergency lights to support the investigation and response. This request was processed by the EOC and initially, one large light bank was deployed by the Public Works Department. Due to the fact that there were multiple crime scene locations, it was determined that additional lights were required. Two important lessons that the EOC Logistics Section learned from this incident were 1) logistics requests must be clearly defined including the number of items, their intended uses and destination locations, and 2) locating emergency portable lighting from the private sector on the west side of Los Angeles County was difficult. Eventually a vendor was located in Torrance, which is approximately 20 miles from Santa Monica.

The confusion about the number of lights and their intended uses led to an initial delay in providing the needed resource. While this did not impede the operation since the additional lights arrived before dark, it was a good lesson for future incidents. Public Works will be working to gain commitments from vendors to be able to provide critical resources both on and off hours.

The information provided to the Public Works Department from the Emergency Operations Center needed to be more detailed, when requesting resources. The exact number of resources as well as detailed locations of where the resources needed to be delivered must be communicated in order to meet the logistical needs of the responders in the field.

The cost of the logistical resources that were procured from the private sector was included as part of the Emergency Operations Center's activities. This needed to be communicated to Public Works during the incident to ensure efficiency of payment to vendors.

Public Works Department Key Observations:

- Logistics requests during incidents should be clearly defined including the type, number, and destination location of each resource.
- A list of local vendors and their 24 hour contact information should be developed. If possible, MOUs with vendors of critical emergency response resources should be entered into prior to events.
- The method of payments to vendors in emergencies should be clearly defined at the time that the resource is procured.

3.6 COMMUNITY AND CULTURAL SERVICES DEPARTMENT

Community and Cultural Services (CCS) have staff located in several locations across the City including public parks and other City facilities. This incident expanded to include more than one and a half miles of the City of Santa Monica, both directly and indirectly affecting numerous CCS locations. During this incident, many programs including various school events and other recreational activities were occurring on CCS properties. The incident had implications for users of these facilities and CCS staff as well. As the gunman traveled from the initial crime scene to the Santa Monica College, he fired several rounds directly across from Virginia Avenue Park located at 23rd and Pico Blvd. At the time, there were numerous events at the park with dozens of children and City staff in the area.

The interaction between Santa Monica Malibu Unified School District and CCS was critical. There were multiple school events at parks throughout the City, making communication between CCS and members of the District integral in meeting the needs of both organizations.

CCS staff was impacted by the incident due to their proximity to the incident. Communication between CCS staff and other City Departments needs to be improved in the event of emergencies. CCS had staff at the Santa Monica College Swim Center, who eventually relocated to Clover Park, several blocks away. Although these staff members were able to contact the Division Manager at Clover Park, there was not a plan in place to transport them there. It was suggested that the City develop a policy that would ensure

that staff members who are affected by such incidents and emergencies, be assisted by a carpool, taxi fare, or free Big Blue Bus ride home when needed.

CCS Staff was instrumental in the community recovery efforts that followed in the subsequent days and weeks. Through the coordinated effort of local services providers, volunteer clinicians, Los Angeles County Department of Mental Health, Santa Monica College, Santa Monica Malibu Unified School District and clergy, CCS was able to implement a Community Connections & Support Center at Virginia Avenue Park. This service began June 9th and was intended to provide mental health counseling and support for the Santa Monica residents and the community as a whole. The center was open throughout the months of June and July and provided services to 24 individuals, of whom, 50% were Santa Monica residents and the rest were non-residents including Santa Monica College students and staff.

Marketing efforts included a press release, printed postcards, prominent placement on the City's general website (smgov.net) and the City's youth portal (santamonicyouth.net), and email blasts to the City's Cradle to Career Work Group, Human Service Division Grant Program service partners, and other key stakeholders. Even after Virginia Avenue Park was no longer active as the Community Connections & Support Center, community members in need of services could still go to Virginia Avenue Park for referrals and linkage to community based services.

Through the City's Employee Assistance Program, a group counseling session was made available to all CCS staff affected by the events of June 7th. The session was held at Virginia Avenue Park in June. Individual sessions were made available through the Community & Connections Support Center.

Community and Cultural Services Department Key Observations:

- Communications between CCS staff and other City Departments during emergencies should be improved in order to account for employees stationed at multiple locations.
- The collaboration with mental health service providers and community stakeholders including the Santa Monica Malibu Unified School District, Santa Monica College, and others was essential in establishing counseling services for those in need.

3.7 ADDITIONAL CITY DEPARTMENTS

FINANCE DEPARTMENT

The City of Santa Monica's Finance Department generally plays a key role in extended emergency response operations. For the June 7th event, the Emergency Operations Center did not activate the Finance Section due to the lack of perceived need and ready availability of resources from the Police and Fire Departments. The Finance Section was active in the days following the event as payments were made to vendors who provided emergency response supplies.

Following this event, Finance Department personnel met with Office of Emergency Management staff to put plans in place to address immediate finance needs during an incident or emergency. This event provided the framework for the Finance Department to consider the formal procurement and purchasing procedures and how they may need to be adjusted during an emergency.

The main concern of the Finance Department during the event was notifications to employees of what was occurring and how it may impact staff. Additionally, when the Emergency Operations Center is activated, or city employees may have been injured, the Risk Management Division needs to be included in the communications from the onset of the incident. This specific concern has been addressed in the City's revision of internal notification protocols during emergencies.

LIBRARY

The Santa Monica Public Library has four branches located throughout the City. The Fairview Branch, located at 2101 Ocean Park Boulevard, was the closest library facility to the June 7th incident. Staff members at the library made several key decisions during the incident. As information was fluid and difficult to verify from law enforcement, Library personnel decided to close the Fairview Branch as a precaution at approximately 12:30 pm. There were five patrons in the library at the time of the closure. The library was reopened at approximately 4:00 pm.

Some of the challenges identified by the Library during the response to the event included communications for library staff as to what was occurring. The SM Alerts system was not activated until 3:23 pm, which left Library staff to gather information from other sources including the media and direct contact with the Santa Monica Police. Library staff made the decision to close the Fairview Branch out of abundance of caution and with little official information from either the Emergency Operations Center or Santa Monica Police Department.

This incident also raised the issue of workplace safety and violence prevention training. Although this incident did not directly involve library staff, it was determined that an "active shooter" component be added to the emergency preparedness trainings for library staff.

It was suggested that the City develop protocols for library "lockdown" versus "closure" in the event of such incidents. Additionally, it was recommended that all library facilities be evaluated for safe rooms and escape routes in the event of emergencies. Library staff requested guidelines on how to best protect both the public and library personnel in the event of emergencies.

In the weeks following the incident, the Office of Emergency Management has trained library staff in appropriate response activities to such an event and has incorporated this information into the emergency preparedness training program for all City employees.

INFORMATION SYSTEMS DEPARTMENT

The City of Santa Monica's Information Systems Department (ISD) is responsible for the information and technology needs of the City. During this incident, ISD provided support both in the field at the Incident Command Post and in the Emergency Operations Center (EOC) as well. Once notified of the event, the Information Systems Department's Chief Information Officer notified staff to be on call in the event that support was required.

ISD staff deployed to the Incident Command Post established at Santa Monica College to provide logistical support at the Command Post and ensure that sufficient supplies specific to communications

equipment was on-hand, such as portable radio batteries. ISD staff experienced no technology-related challenges as there was a sufficient supply of charged batteries at the Public Safety Facility, which were transported to the Command Post at Santa Monica College.

ISD staff also reported to the Emergency Operation Center to support the Level One activation. ISD's EOC Staff installed radio communications in the EOC for personnel to monitor the unfolding events from the scene. ISD staff also provided GIS mapping services to assist in resource tracking and overall situational awareness, as well as assistance in utilizing the computer-based information management system used in the EOC. ISD also assisted in updating information on the City's websites during the EOC activation.

CITY ATTORNEY'S OFFICE

The Santa Monica City Attorney's Office was involved in the Emergency Operations Center Activation during the course of the response. This was a critical component to the investigative component of the response to the incident. In many EOC activations, the Legal Liaison role is not heavily involved in the response during an incident. However, in this case, due to the criminal nature of the event, the Legal Liaison position was crucial. During the response to the incident, the City Attorney's Office was involved in securing and preserving evidence and in coordinating information sharing between law enforcement agencies.

A videotaping security system was operational on the Big Blue Bus which was involved in the shooting incident. During the investigation, the Los Angeles Police Department requested the tape as part of their investigation. The Santa Monica Police Department wanted to preserve all evidence related to the incident as well. The City Attorney's Office assisted in resolving this issue by working with the Santa Monica Police to agree to provide a copy of the Big Blue Bus videotape to the Los Angeles Police Department, while maintaining possession of the original tape.

HUMAN RESOURCES DEPARTMENT

The Human Resources Department provided Employee Assistance Program (EAP) information and services to those employees who were affected by the incident. Several members of the Big Blue Bus were in need of counseling and other services. Human Resources worked closely with the Big Blue Bus to meet the needs of those affected.

3.8 SANTA MONICA COLLEGE

Santa Monica College opened in 1929, currently has a student population of 34,000, and the main campus sits on 38-acres. On June 7th, the campus was heavily populated by students, faculty, and staff, many preparing for final exams.

The shootings culminated at the Santa Monica College campus library. After the gunman burned down the family home, he then carjacked a resident and had her drive him to the Santa Monica College campus. The assailant fired several rounds of ammunition en route to the college. Eventually, the

gunman shot at a passing sport utility vehicle just outside of the campus, killing the two occupants. He then made his way to the college library where he shot and killed a woman standing outside of the library, before entering the facility. While inside the library, students and staff ran for cover either through the exits or hid in several rooms in the building. Several students were in hiding in the library and other campus facilities for hours during the response to this event.

Coordination with the Santa Monica Police Department and other law enforcement agencies was effective. The quick actions of the Santa Monica College Police and Santa Monica Police Department ended the threat extremely rapidly. The transition of incident command from the Santa Monica College Police to the Santa Monica Police Department was smooth.

The College was able to disseminate internal alerts and notification to their students through cell phones, text messages and emails. The fact that students' contact information is provided during registration made communication with the students effective during this event. Communications continued with the campus population well after the event had concluded. Information was provided regarding counseling services, college graduation, and the process to gain access to the campus to retrieve their cars and other personal belongings that had been abandoned during the evacuation. A public address system that utilized in-class telephones should be installed as well as automatic locking doors on classrooms.

The Santa Monica College Police should have better access to the Santa Monica Police Department radio systems. Currently, there are a limited number of Santa Monica Police Department radios at the college. During this event, one of the first responding College police officers had one of the radios and was able to provide critical information to the Santa Monica Police Department which resulted in the quick eradication of the threat.

The Santa Monica College community was not only involved during the initial response to the incident, but was extremely active in the days and weeks following June 7th, as mental health counseling was provided to students, faculty, staff, and the surrounding community. More than 300 "mental health encounters" were provided on the Santa Monica College campus in the weeks following the event.

Santa Monica College Key Observations:

- Active shooter in the workplace training for library staff was essential in saving lives.
- A public address system and automatic locking doors in classrooms should be implemented.
- A better way to communicate with the Santa Monica Police Department should be developed in times of emergencies. Specifically, the Santa Monica College should have better access to the Santa Monica Police radio channels and communications.

3.9 SANTA MONICA MALIBU UNIFIED SCHOOL DISTRICT

The Santa Monica Malibu Unified School District (SMMUSD) was impacted by this incident even though the gunman was not on any of the SMMUSD campuses on June 7th. The SMMUSD has more than 18 campuses in its district, 15 of which are located in the City of Santa Monica. The incident occurred

during the final week of the school year and there were multiple special events occurring within the District that day. Many of these events involved off-campus activities both in Santa Monica and outside of the City. Additionally, the Santa Monica High School graduation was scheduled for that evening.

As events unfolded that day, the Santa Monica Police Department instructed the SMMUSD to place all students in the Santa Monica schools on lockdown status. This was implemented in an abundance of caution and proved to be an important decision. Several schools were located in close proximity to the mile and a half long “crime scene”. As the gunman traveled through Santa Monica and eventually ended up at the Santa Monica College, schools were potentially placed in harm’s way. Additionally, the gunman fired multiple rounds next to Virginia Avenue Park, where dozens of school events were being held. This proved to be a challenge in ensuring the safety of those children at the park.

The District activated its Emergency Operations Center which managed the event and was in contact with the City as well. The City of Santa Monica’s Emergency Operations Center was in constant contact with the SMMUSD Superintendent’s Office throughout the event. This proved to be critical in coordinating and sharing information about the incident and the affected school district facilities. The communication between the District and the City Emergency Operations Center was responsible for releasing affected schools from lockdown status in a responsible manner. Good communications within the School District personnel led to the fast lockdown and securing of District facilities. Additionally, this line of communication was directly responsible for releasing the students at Santa Monica High School early enough that day to enable their graduation activities to proceed that evening.

The Santa Monica Malibu Unified School District utilized their automated alert and notification system to keep parents and others informed of the status of lockdowns at school facilities, and reunification information for those students who were evacuated from their campuses or otherwise relocated.

Prior trainings and exercises for faculty, staff, and students made a very dynamic and dangerous situation more manageable for all involved. The need for trainings to address the potential for violence in the school environment is reality.

One of the most significant lessons learned from this event was the need for clear, explicit communications between school personnel and City of Santa Monica first responders. One key issue was the use of the term “school lockdown”. When Santa Monica Police initially made contact with the District, the Department instructed them to put all Santa Monica schools on lockdown status. After meeting with Police Department personnel and school district officials, it is clear that there needs to be a better understanding of terminology in this type of event. A lockdown of the schools located in close proximity to the incident and multiple crime scenes was prudent and necessary to ensure safety for staff and students. However, a lockdown of schools well outside of the incident was probably not necessary. A “shelter in place” directive would have been more appropriate for those facilities outside of the affected area. While this may seem to be a small point of concern, it had major consequences for those students who were placed on lockdown status unnecessarily. They spent hours in dark classrooms, using buckets in closets as toilets, and in some cases went without food for several hours since the event occurred before lunchtime.

Transportation of students from impacted facilities was done in a very efficient manner, utilizing District buses. Additionally, the communication between the District and parents regarding reunification was very effective.

Establishing a Family Assistance Center at the District's Headquarters was crucial in reunifying parents and students who were displaced due to the incident. Counselors were also available at District schools in the days following the events to help those affected.

Santa Monica Malibu Unified School District Key Observations:

- Prior emergency response training for faculty and staff made a very fluid and dangerous situation more organized.
- The communication between the District and the City's Emergency Operations Center was crucial in coordinating the response and in enabling the High School graduation to take place that evening. The graduation was important to the community's recovery.
- The need for District officials and public safety agencies to utilize clear language when communicating during emergencies is imperative. The use of the term "school lockdown" instead of "shelter in place" by local officials, while not detrimental to the response to this incident, did lead to some confusion.
- The use of the District's alert and notification system assisted in providing important information to parents, faculty, and staff.
- The establishment of a Family Assistance Center by the District was crucial in providing information to parents and in reunifying families.

3.10 SANTA MONICA AREA HOSPITALS

Santa Monica has two hospitals located in the City. UCLA Santa Monica and St. John's Hospitals are located in the middle of the City and both were prepared to assist in the response to the June 7th incident. Additionally, the Ronald Reagan UCLA Medical Center in Westwood has a Level One Trauma Center which was activated during this incident. As the incident unfolded, it initially appeared that there were going to be numerous victims transported to each hospital. The number of victims transported to hospitals was relatively few.

While the number of victims transported to the hospitals was relatively small, there were still challenges in the response to this event which will be addressed. Both hospitals initiated their disaster response protocols internally and reported that they were geared up for a potentially much larger event. The main areas for improvement from both hospitals focused on both internal and external communications.

UCLA Santa Monica Hospital

The UCLA hospital emergency response team conducted a very thorough review of the day's events. It is clear that in an event such as this, communications are always a challenge. Much of the information reported from UCLA focuses on both internal and external communications.

Medical care was delivered to all patients that were transported to the UCLA facility. The Emergency Department, Trauma, and Surgery teams responded admirably. There was clear physician support from many departments including anesthesiology and surgery.

There was also response from Spiritual Care representatives. Social Work worked diligently to support patients and family members and assist with reunification. Communications personnel, Emergency Department personnel, and Patient Affairs personnel coordinated the Family Reunification Center and process. Patient Affairs fielded over 40 calls and in-person inquiries regarding this incident.

The Ronald Reagan Emergency Department at UCLA initiated appropriate activation of the event with limited information and then coordinated the response. Emergency Department leadership at Ronald Reagan and Santa Monica provided coordination of the medical response to include rapid turnover at Ronald Reagan to prepare for additional patients. The Medical Director for the Santa Monica Fire and Police Departments was a conduit to official information through the City of Santa Monica.

Media Relations and Marketing teams across both hospital campuses worked together to prepare written press releases, web and social media injects, and stand up press briefings. Public Information personnel felt well prepared for their interaction with the news media.

All internal hospital departments responded immediately and with their expected disaster response plan actions to include registration/admissions, pharmacy, radiology, clinical lab, respiratory therapy, critical care transport, escort, materials management, rehabilitation services/lift team, security, and safety.

Due to the Level One activation at Ronald Reagan, many administrators and department heads responded to the Emergency Department. An initial Command Post was not designated and the Hospital Command Center was not opened, causing congestion of personnel in the Emergency Department. An initial incident commander was not identified and therefore the Incident Management Team positions were not immediately filled. When an initial briefing occurred at Ronald Reagan, following the first wave of patients, an Incident Management Team was established and was able to be more efficient and effective in assisting with the response.

A lot of information was coming from the field to Dr. Ghurabi at Santa Monica- UCLA, but there was not a good way to get that information to leadership at Reagan or to validate the information. Communication was primarily occurring by cell phone between individual leaders across hospital campuses.

One key challenge during the response and recovery phases of this incident was the family reunification process for the victims who were transported to Ronald Reagan UCLA Medical Center. This is an important lesson as organizations are faced with dangerous and fluid situations which involve victims and their families. Due to a lack of identification of two of the patients at Ronald Reagan both families had long waits for family reunification. One family waited 9 hours for positive identification. Until this reunification could occur, there was confusion about where to stage these families.

This confusion was the result of multiple law enforcement agency representatives at the hospital, each giving varying orders to hospital staff regarding patient identification. When patients were dropped off at the hospital, in some cases, law enforcement gave orders that no one was to speak with the victims/witnesses until the police completed their investigation. When the hospital staff realized that there is a time sensitive need for some of the patients to speak with their visiting family members they contacted Santa Monica Police to get permission. The law enforcement agency, lending mutual aid by giving the initial instructions, had not informed the Santa Monica Police Department. Eventually, hospital staff reunified the patients and family members. Better communications with field personnel, hospital staff, and others will clarify similar issues in the future.

A Level One activation occurred at Ronald Reagan along with an overhead page to notify all medical center personnel, however additional communication did not occur house-wide until after the event was over. At Santa Monica-UCLA, a standby activation occurred which does not include an overhead announcement. Many employees were unaware of the incident or potential safety concerns with the shooting's proximity to the campus.

St. John's Hospital

St. John's Hospital is another key partner in the emergency response programs in Santa Monica. St. John's conducted its own after action review as well and some of their observations are included below. Similar to the UCLA Hospital system's observations, St. John's noted a need to improve both internal and external communications.

One challenge that St. John's Hospital experienced was with communications between both the field personnel as well as UCLA Hospital. In Los Angeles County, emergency communications during large scale incidents are facilitated by the ReddiNet system, a dedicated emergency medical communications network. This system facilitates information exchange among hospitals, EMS agencies, paramedics, dispatch centers, law enforcement, homeland security, public health officials and other health care system professionals in emergencies. During this incident, there was a delay of approximately 30-35 minutes between St. John's hearing about the incident from media and confirming that 5 patients existed

The decision whether St. John's should lockdown the hospital and off-site offices without official notification from Santa Monica Police Department presented a challenge. At first, the report was that the shooter was incapacitated and patients were not going to be transported to St. John's so there would be no need for a lockdown. However, later reports were received about the fire, other possible suspects not apprehended, etc. St. John's relied heavily on the media for information in order to make that decision. Since the media reports were still showing several pedestrians outside Santa Monica College, no official notice had been provided, and St. John's was not receiving any patients, the decision was made not to do lockdown St. John's facilities.

Santa Monica Hospitals Key Observations:

- Communications between the hospitals and first responders should be improved. In the initial phases of the response, the hospitals were geared up for a significant number of patients, however fortunately, the numbers remained relatively low. The first responders should remain in contact with the hospitals to provide frequent updates throughout the response.
- Reunification of victims with their families was delayed due to confusion between hospital staff and law enforcement investigators. Law enforcement should assign one person to the hospitals in order to clarify outstanding issues regarding patients and the investigation.

3.11 AMERICAN RED CROSS

The American Red Cross was one of the key responders to the event to assist both mental health victims and to provide basic canteen services for public safety personnel. The Red Cross supported the on-scene response agencies with an agency representative to the Incident Command Post and with canteen service, providing snacks, hydration, and 250 meals. The Red Cross provided these services for the duration of the on scene response and investigation which lasted approximately 36 hours. Additionally, American Red Cross Disaster Mental Health workers made their services available to students and faculty who were displaced by the event. The Red Cross also inquired about the need for a Family Assistance Center, however it was determined that the Santa Monica Malibu Unified School District was already establishing this service.

4. COMMUNITY RECOVERY

It is clear that the events of June 7th, 2013 had a tremendous effect on the Santa Monica community. While the outcome to this episode of violence could have been far worse were it not for the swift action of the first responders, and the quick thinking of many individuals involved, the recovery of the community will take time. From the time that the response to the incident concluded, until the days that the schools and college reopened in August, the community began its recovery. Hundreds of people sought counseling through the City provided services and those offered at the schools and at Santa Monica College.

Additionally, immediately following the incident, elected officials at regional, state and local levels began addressing gun violence and worked together to identify ways that they could reduce the likelihood and impacts of such incidents. In the weeks following the incident, a gun safety summit was convened in Santa Monica by Congressman Henry Waxman. This event was attended by local officials as well as state and federal experts. The result of this summit was a bill sponsored by the Congressman, to reduce access to the types of weapons used on June 7th.

As part of the community recovery process, the City and many of its community partners enhanced emergency planning and trainings. Much of the focus of these trainings has been on internal and external communications. As the City of Santa Monica moves forward, the lessons learned from this incident will serve to enhance emergency operations, response, and recovery.

5. OBSERVATIONS

This section details the observations that were developed from the City's review of the June 7th, 2013 shooting incident in Santa Monica. The findings are grouped into four categories; 1) Communications and Notifications, 2) Incident Command Systems Protocols and Trainings, 3) Response and Recovery Logistics, and 4) Community Recovery.

1. Communications and Notifications

- Immediately upon activation of the Emergency Operations Center, notification should be sent to City Staff, City Council members, and key external partners including: the Santa Monica Malibu School District, American Red Cross and local hospitals.
- The SM Alerts emergency notification system should be utilized when possible by EOC staff, as well as public safety personnel. Further, the SM Alerts system should be utilized early in the event.
- Social media and alert/notification systems should be coordinated to the greatest degree possible. In some cases, messages were being disseminated by various City Departments as well as by community partners including the Santa Monica Malibu School District and Santa Monica College. It is recognized that during such fluid events, coordination of information dissemination can be challenging.
- Local and regional partners should have better access to the Santa Monica Police Department radio system. Specifically the Santa Monica College Police Department expressed great concern over the limited access available to their personnel. Currently, there are a limited number of Santa Monica Police Department radios at the College. Fortunately, during this event one of the first responding College police officers had one of the radios and was able to provide critical information to the Santa Monica Police Department which resulted in the quick identification and containment of the threat. Additionally, the Beverly Hills Police Department was concerned with the limited access to the Santa Monica Police radio system. This provided an impediment to clear situational awareness and potentially placed law enforcement personnel in harm's way due to limited ability to share critical information.
- The use of clear and precise communication with outside organizations including the Santa Monica Malibu Unified School District, hospitals, and others should be utilized during the response to incidents and events in order to improve efficiency of operations. Specifically, when the Santa Monica Police Department called for a "lockdown" of all schools in Santa Monica initially, follow up communications with the Police and District would have enabled schools well outside of the "hot zone" to be released from lockdown status sooner.
- A Joint Information Center (JIC) allowed for better control of the dissemination of incident information.

- Real-time information about active crime scenes should be shared quickly between responding agencies, specifically the Santa Monica Police and Fire Departments.

2. Incident Command System Protocols and Training

- The command post area should be of sufficient size to allow for proper oversight and management of the incident. The size and scope of this type of incident often necessitates the response of numerous fire, police, and emergency medical service personnel. Coordination and staging of these resources requires a large footprint that should be organized to allow for several functions to occur including: Unified Command and Control, Planning, Logistics, etc. The command post should be established at a location that ensures responder safety at all times.
- Incident Commanders should delegate roles and authority to conduct specific operations (i.e. scene containment, traffic control, and crowd control) regarding both the response and investigation. This would allow for greater efficiency and prevent potential duplications of efforts and activities. One example of the need for better delegation of roles and responsibilities was the need to organize a schedule of personnel to provide containment of the scene while the criminal investigation occurred over several operational periods.
- There should be one law enforcement representative responsible for all hospital communications to ensure efficient operations and consistency of information and decisions. There were various law enforcement agencies interacting with the hospital officials and providing conflicting directions regarding patient security. This proved to be a challenge for the family reunification process.
- Incident perimeter and area of operations should be clearly identified and communicated to responding personnel. This includes designating and communicating safe access routes, egress routes and staging areas.
- The application of Tactical Emergency Medical Services was crucial in making entry to many locations on the Santa Monica College campus. The Santa Monica Fire and Police Departments should continue to conduct joint training on the policy and implementation of Tactical Emergency Medical Services and Force Protection. This training should also involve other local law enforcement agencies. This will provide additional safety for responders as well as improving response time of medical aid to potential victims.
- There should be representatives from the Police and Fire Departments in the Operations Section of the Emergency Operations Center (EOC) during any activation.
- Use of common language and clear text should be applied to all responders and partnering agencies. This is necessary due to the multiple types of disciplines responding to the event. Use of terms such as “victims”, “patients”, “witnesses”, and “casualties” have different meanings to law enforcement, fire responders, hospital staff, and others. Inconsistent use of these terms can be confusing and

lead to either duplication of effort, delays in response, and other impediments to an organized operation.

3. Response and Recovery Logistics

- There should be a consolidation of resource requests established at the Incident Command Post. The ordering and procurement of resources must come from one, identified source. In most cases, this will be through the Incident Commander or the Logistics Section that is established to represent all responders and from all disciplines and agencies.
- Rehabilitation resources should be available for personnel working the incident. Additionally, consideration should be given to provide for relief personnel and to provide for basic needs such as food, water and rehabilitation. In some cases, a change of reporting time for responders should be considered in order to provide critical incident stress debrief and recovery for initial responders.
- There was difficulty in locating emergency lighting for response to the incident. The City should enter into MOUs with light providers to ensure 24-hour access to lights and other logistical response resources.

4. Community Recovery Services

- During this incident, a Family Assistance Center was established at the Santa Monica Malibu Unified School District Headquarters. This location was selected due to the larger number of school students who were either evacuated from their schools or relocated from other locations (i.e. city parks) where school activities were taking place. This proved to be a valuable asset and the City will enhance its abilities to implement a Family Assistance Center with City staff.
- The Employee Assistance Program services that were made available to first responders and others affected by the June 7th events were critical and the continued attention to the needs of employees should not be overlooked.
- Coordination between the various mental health providers assisting in the response should be included in the Incident Command system. This can be facilitated by the American Red Cross at the Command Post or additional City staff.
- The counseling services established at Virginia Avenue Park were essential to the mental well-being of the community. Working with service providers and community members, as well as the Santa Monica Malibu Unified School District and Santa Monica College, counseling services were widely available in the days and weeks following the incident.

6. CONCLUSION

On June 7th, 2013, the City of Santa Monica experienced a shooting spree which affected the entire community. The incident had a significant impact on the well-being and sense of security that those who live, work, study and play in Santa Monica have come to expect. The actions of local first responders, City staff, as well as the actions of the community partners from the Santa Monica Malibu School District, Santa Monica College, local hospitals, and many others, enabled the City to quickly respond to this incident and prevent the further loss of life. The City and its community partners worked together after the incident to restore the community's sense of wellbeing and its return to normalcy.

It is hoped that others will learn from Santa Monica's experience during this tragic event, and will be better able to respond and recover if their communities experience similar events.

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