

Lessons from the Century 16 Theatre Shooting

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City of Aurora, Colorado

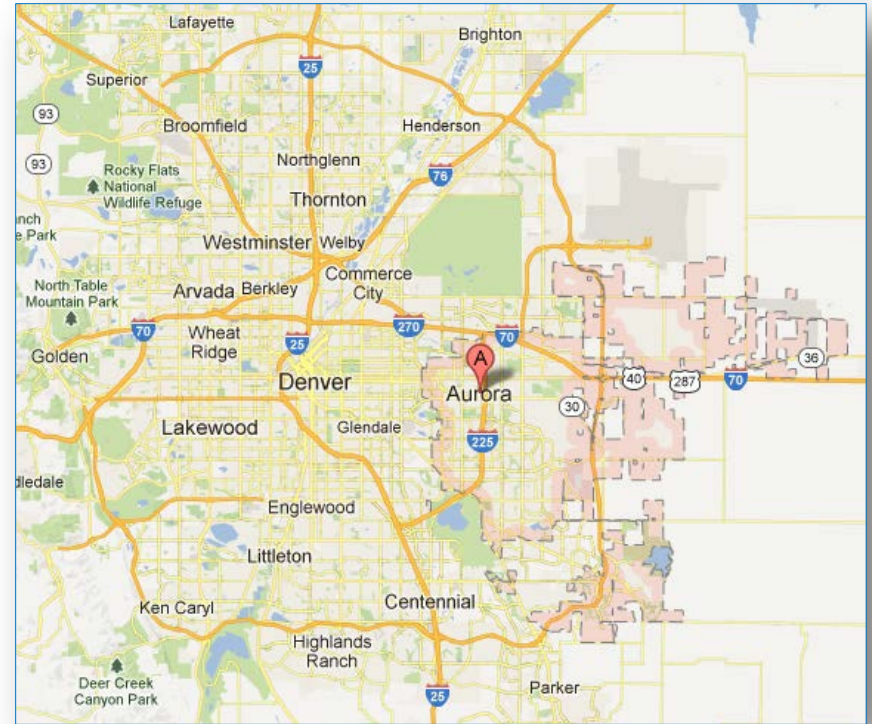


Overview

- Profile of Aurora
- The Incident
- The Initial Response
- Emergency Operation – 24 Hours
- The Vigil
- The Presidential Visit
- Community Support
- Employee Support

Profile of Aurora

- Located on the eastern edge of the Denver-Aurora metro area
- Third-largest city in Colorado, second largest in metro area. Largest council-manager form of government in Colorado.
- Known as an affordable, family-oriented community. Economic drivers are transportation/logistics, health care, Aerospace (Buckley Air Force Base) and renewable energy.



Profile of Aurora – People

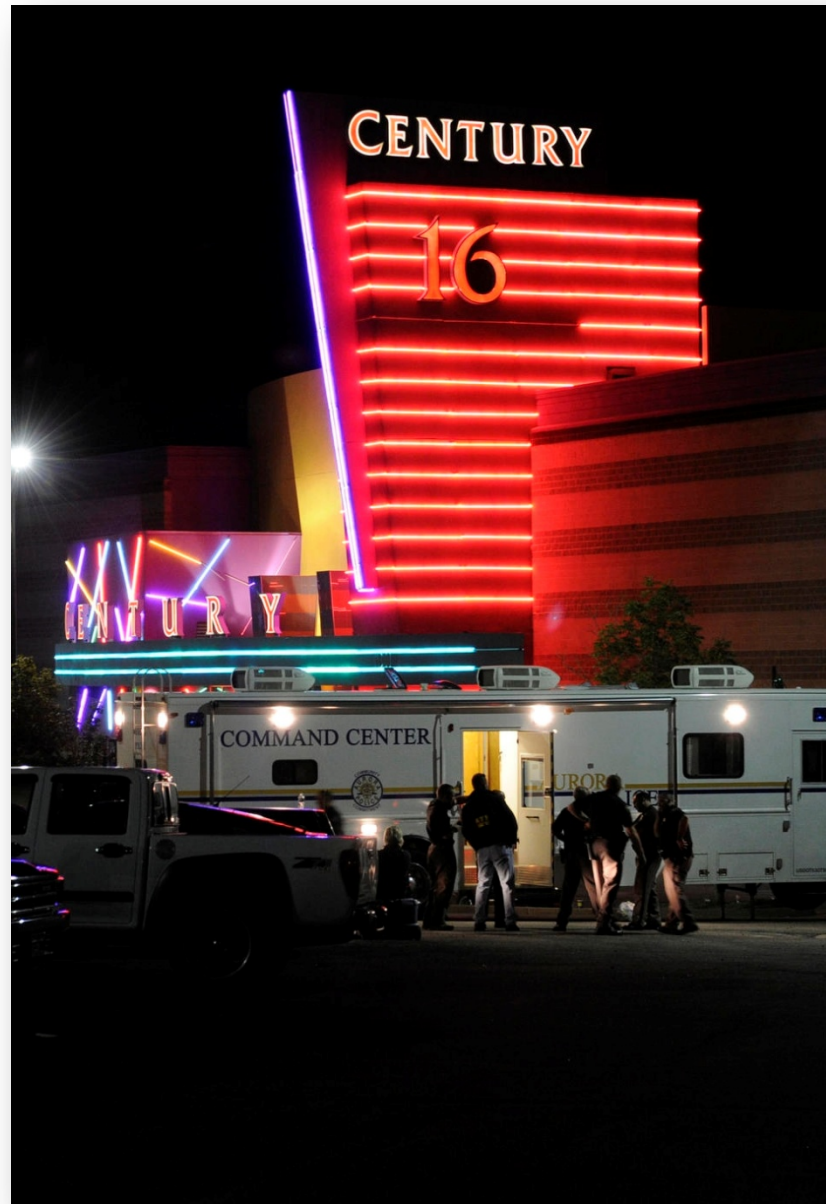
- Population of 340,000 (56th largest in US)
 - Larger than St. Louis and Pittsburgh, just behind Anaheim and Honolulu
 - 155 square miles spanning three counties
- One of the most diverse large cities
 - 28.7% Hispanic, 15.7% Black/African-American, 4.9% Asian, 61.1% white (2010). Substantial immigrant and refugee community.
- Median household income of \$50,468; 61% homeownership rate (2007-2011)
- Poverty rate of 16.5%

Profile of Aurora – City Government

- Full-service city including public safety, water utility, parks, libraries
- 2,678 employees (FTE)
 - 670 sworn police
 - 311 sworn fire (ambulance services contracted out)
- Total budget (2013): \$532.9 million (\$251.3 million General Fund)



The Incident



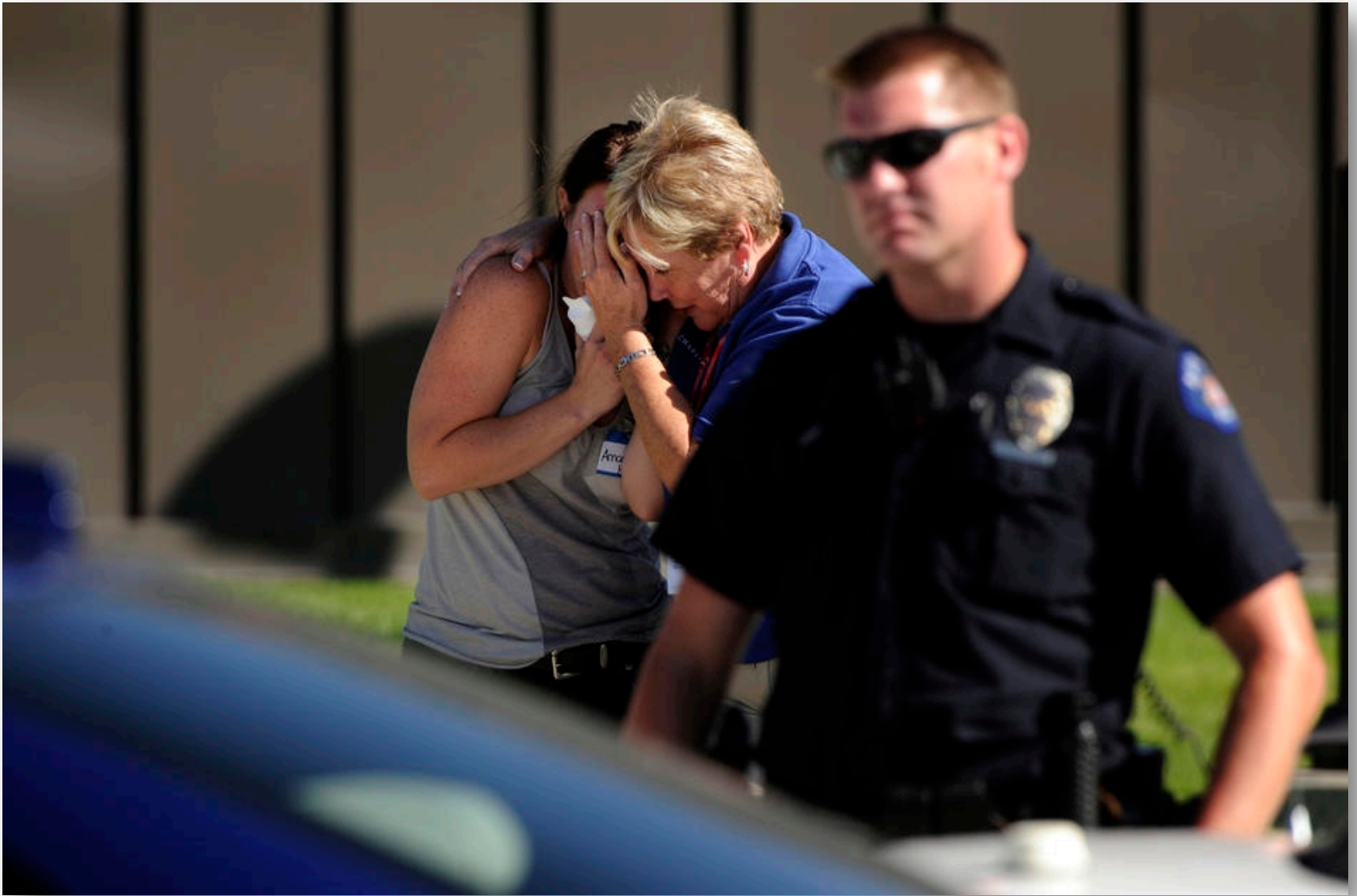
The Initial Response

- Police response impacted by the Summer Initiative
 - First Police Officer arrives in 83 seconds, second in 85, 52 cars in 21 minutes
- First ambulance on scene in 3 minutes, first Fire unit in 5 minutes
- Chaos of the scene and emergency response
- Joint training (Police and Fire) including active shooter training
- All victims off site to hospital in 55 minutes
 - Every victim that left the scene alive survived

The Emergency Operation – 24 hours

- Century Theatre – Identification of the 10 victims left in the theatre and process crime scene
- The Paris Street Operation
 - Booby trapped apartment
 - Evacuation
 - Second command post
 - Inter-jurisdictional operation – FBI, APD, AFD, ATF, Local law enforcement agencies





Paris Street Apartment





The Vigil

- Overwhelming outpouring on the need for the community to come together
- Program would be inclusive
- Potential for attendance by President Obama
- Logistics of large number of elected dignitaries, victims and family members of victims
- Planning and execution in 48 hours
- Attendance is estimated at 10,000





The Presidential Visit

- Planned and executed in 48 hours
- Security – route and site (University Hospital)
- Access of families of victims to the visit
 - Who would attend
 - Security
 - Transportation
 - Communication
- President, Governor and Mayor spent 3 hours with families of deceased and patients in ICU at University Hospital

Communications

- Managing communications including media is a critical task
- In first 2 days, over 3,000 media contacts we can identify
- Used all city resources plus help from other communities
- Focusing communication to specific spokespersons with consistent message is vital
- First day, communication was limited to scheduled briefings
- Police Chief and Mayor Hogan provided the “face”



Supporting Our Community

- Immediate response to community trauma
 - Aurora Mental Health and others provided 24 hour hotline and support
- The need for people to give
 - Out pouring of offers of funds, fundraising and in-kind support
- Donations for victims and victims families
 - Governor Hickenlooper and the Community First Foundation
 - Donations to the City of Aurora

Temporary Memorial





Supporting Our People

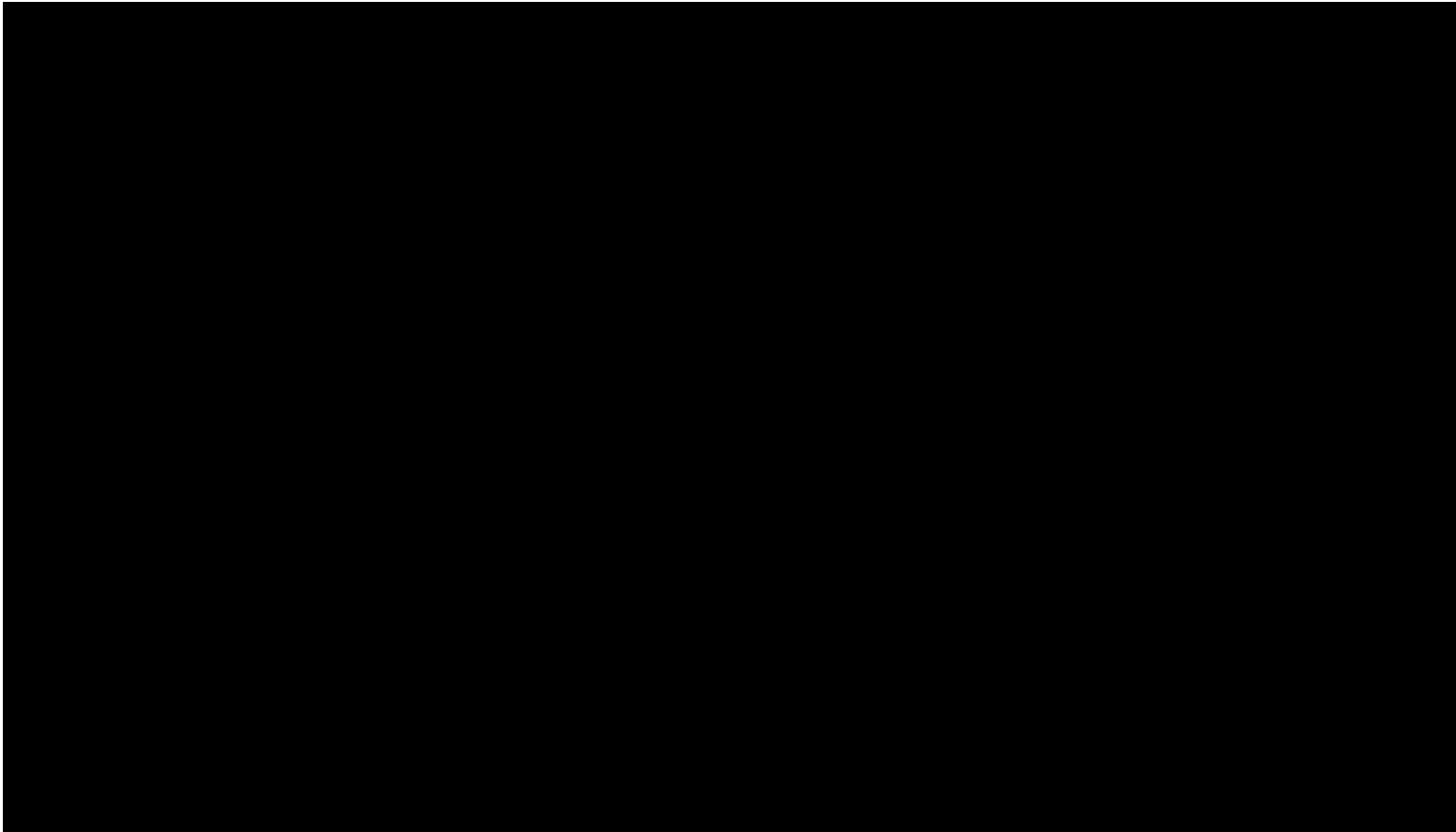
- Trauma of the incident on first responders
- Police Officers had access to police psychologist and peer support both individually and as a group
- Firefighters got substantial support from FDNY and IAFF
 - Used the incident to create a more robust, ongoing peer support program
- Aurora Mental Health and our EAP provide on site support for Dispatch and other civilian employees
- Support continues on, particularly at key “trigger” events

Lessons Learned

- Remember the Basics
 - Active shooter planning, training and exercise
 - Interoperability
 - Inter-jurisdictional cooperation
- Crisis Communications Plan
- Managing the need to give
- Legal structures to facilitate giving

Lessons Learned

- Role of elected officials
- Differences with crime scene, live suspect, gag order
- Everyone is grieving and must be allowed to grieve
- Put the victims first
- Long-term Resiliency Initiative



Questions/Comments?



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