

Dealing with Tragedy and Crisis in the Organization

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Paul Weinberg, Emergency Services Administrator City of Santa Monica

- Emergency Management in California since 1990 at the State and Local level
- City of Santa Monica since 2003-Present



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Paul Weinberg,
Emergency Services Administrator
City of Santa Monica

- The City of Santa Monica has experienced several incidents and emergencies over the past 20 years.
 - Northridge earthquake 1994
 - **Farmers Market Crash 2003**
 - Los Angeles Marathon (2010-2015)
 - **Santa Monica Shooting Spree 2013**

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Purpose

- To detail the incidents of crisis in Santa Monica and how they affected the whole community.
- Discuss the training, planning, and preparation that takes place year round with the whole community.



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Resilient Community

- **“Community resilience”** best describes a condition or state of a community or organization.
- Resiliency can be achieved by:
 - Including emergency preparedness and management on work plans
 - Permanently assigning people or Divisions to emergency management
 - Empowering community stakeholders in preparedness, response, and recovery activities year-round.



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Emergency Preparedness

- **“Emergency preparedness”** describes the steps or action taken which will strengthen resiliency.
 - Emergency Trainings/ Exercises
 - Procuring Supplies
 - Training community partners



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Santa Monica, CA

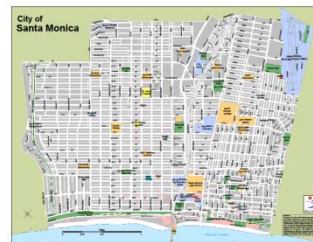


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Santa Monica Overview

Santa Monica Facts and Figures

- Size: 8.3 square miles
- Population: 91,812 (2012 estimate)
- Several hundred thousand work and play in Santa Monica year-round
- Total Visitors: 7.3 million annually
- 2000+ City Employees



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Types of Businesses

- “Silicon Beach”- Creative + Technology

- Health Care Sector



- Hospitality + Tourism Sector

- Retail Sector



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Santa Monica Farmer's Market

Named by *Travel + Leisure* as the best Farmer's Market in the county.

Santa Monica' has four weekly farmers' markets in three locations.



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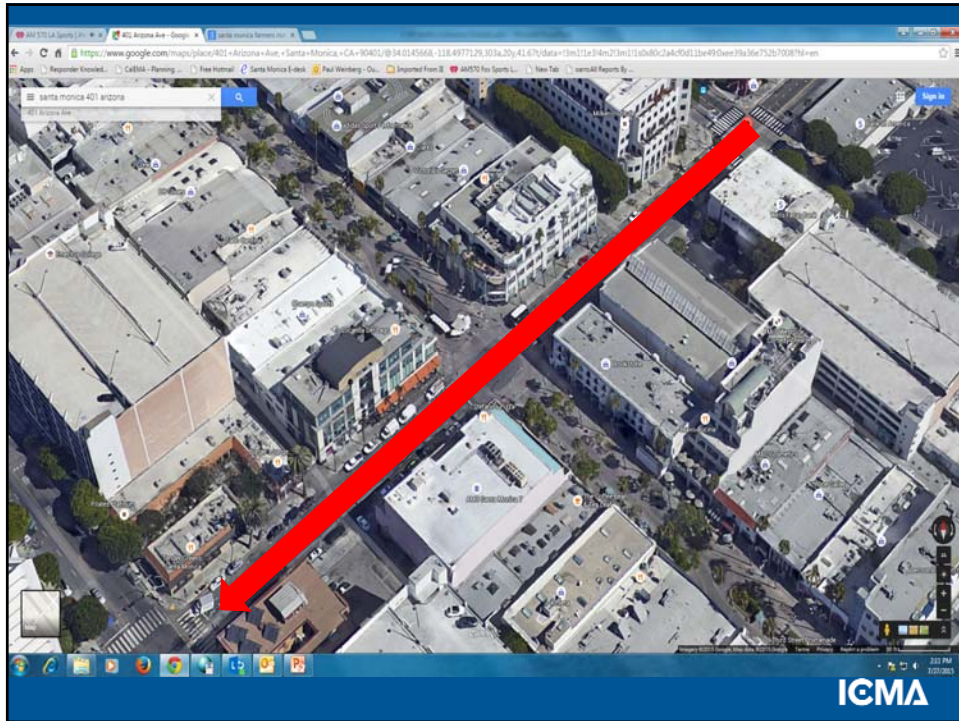
Farmers Market Incident

July 16, 2003

Santa Monica, California



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Incident Summary

- 79 patients injured or dead at scene
- 49 transported to 8 hospitals via ground and air ambulance and private transport
- 8 dead at scene and 2 died at hospital
- 22 treated and released at scene
- First patient out in 12 minutes
- Last patient out in 1 hour and 10 minutes



Preparedness and Training

- Incident Command System
- Emergency Operations Center
- Community Emergency Response Team (CERT/ DART)



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Response & Recovery Support Operations

City Departments

- | | |
|-------------------------|------------------------|
| –City Manager’s Office | –Public Works |
| –Fire Department | •Solid Waste Division |
| –Police Department | •Street Division |
| –Big Blue Bus | •Electrical Division |
| –City Attorney’s Office | •Graffiti Removal Unit |
| –Risk Management | |



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Crisis Incident Stress Management

- Counselors were on-scene within minutes/ hours
- Counseling services were available for weeks
- All City Departments had sessions for those involved



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Community Recovery

- Crisis Intervention for victims, witnesses, families, and others
- Outreach to local merchants
- Outreach to individuals- language sensitive
- Outreach to Farmers at other Farmers Markets
- Drop in counseling at the Red Cross



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Partnerships

- Keys to a comprehensive recovery effort
 - Pre-existing contact lists and relationships
 - Planning for recovery takes place during the response efforts
 - Clear goal for community recovery
 - Streets, public image, counseling...



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June 7th, 2013...Just Another Day in Santa Monica...

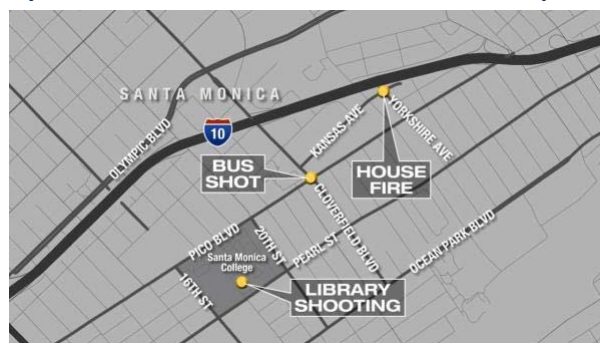


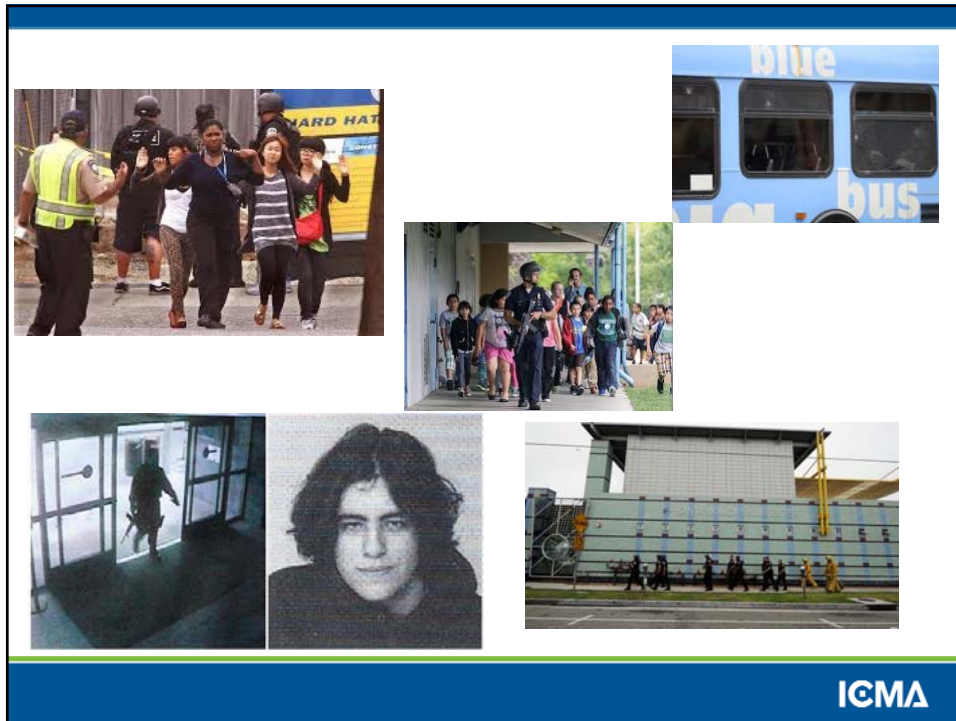
Incident Summary

- On June 7th, 2013, John Zawahri, shot and killed his father and brother
- Burned down his family's home
- Carjacked a vehicle and kidnapped the driver
- Drove Santa Monica College campus where he killed an additional three people.



Dynamic Incident.....Multiple locations





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Community Impact

- All schools in the City were on “Lockdown”
 - Students were transported to other locations
 - Other students stayed in their classrooms
 - Santa Monica High School Grad Night activities scheduled



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Community Impact

- SMC campus was on lockdown
- Students hid in buildings all over campus
- Cars were part of the investigation
- Scene was cleared 36 hours later.



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City Employee Impacts

- Employees were at the SMC Swim Center
- City Bus was shot at and hit
- Other employees were in parks conducting programs in the area
- Normal day to day business of employees was interrupted
- Wellness checks/ messaging

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Community Recovery

Graduation Ceremonies

Community Counseling Services

Children's Counseling Services

Staff Employee Assistance Program



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Partnerships

Keys to a comprehensive recovery effort

- Pre-existing contact lists and relationships
- Planning for recovery takes place during the response efforts
- Unified goal for community recovery
- Graduation, public image, counseling...



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City's Report on Incident

- Following the incident, the City Manager assigned OEM to conduct an after action report to serve as a roadmap for other communities affected by similar incidents.
- Final document shared with professional organizations, media, and other jurisdictions
- Findings summarized in four categories:
 - (1) Communications and Notifications;
 - (2) Incident Command System Protocols and Training;
 - (3) Response and Recovery Logistics;
 - (4) Community Recovery Services.
- <http://www.smgov.net/departments/oem/resources>

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Questions/Comments?

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