



Mass Casualty Incidents:

WHAT NOBODY TAUGHT YOU AND YOU DIDN'T WANT TO LEARN

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MASS CASUALTY INCIDENT (MCI)

- In a 20-year review between 2000 and 2019, California had the highest number of active shooter incidents (42).
- This is significantly higher than the states with the next three highest number of incidents: Florida (27), Texas (25), and Pennsylvania (21).
- Most recently, in 2020-2022, California still had the overall highest number of active shooter incidents. Most of the incidents in the last two decades, both nationally and in California, occurred at business locations.

THREE CASE STUDIES & LESSONS LEARNED



MONTEREY PARK



- 20 individuals shot
- 11 deceased
- 72-year-old murderer deceased
- Legally purchased weapon that was illegally converted
- Leading theory: domestic violence

DEALING WITH THE SPOTLIGHT



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LAW ENFORCEMENT AND POLITICIANS

- Los Angeles Sheriff's Office – two public information officers
- US Attorney; FBI; ATF; US Marshal; CalOES; District Attorney; Attorney General; Secret Service; LAPD; Alhambra PD; San Gabriel PD
- President; Vice-President; Senators Padilla and Feinstein; Representatives Chu and Schiff; Governor; State Senator; Assemblymembers; LA County Supervisors; Alhambra Mayor



LESSONS LEARNED

- Local control over the narrative
- Separate emergency operations from politicians/entourage
- Do not let larger agencies take control, e.g., CPRA responses
- Activate an emergency operations center (EOC) for effective coordination and utilize the entire executive management team
- Be prepared for personnel investigations of City officials and employees
- Do not ignore your 15 minutes in the spotlight - certified Housing Element
- Prepare ahead of time – do not delay with a response to community needs

AFTERMATH: DISCIPLINE AND HEALING

- Be prepared for immediate personnel investigations
 - This brings out the best & the worst in people
 - Two investigations thus far
- Make sure that the staff & community are cared for
 - Community vigil
 - Staff acknowledgements



HOW TO DEAL WITH THE DONATIONS

- More than \$1M donated to Go Fund me sites within six days of the incident
- Do not let other community groups get out in front
- Set up an endorsed donation fund ASAP in partnership with a foundation (see materials)
- Let it be a partnership – relinquish control. This requires buy-in from the community
- Oversight board & Fund Administrator need to come up with the protocols for distributing funds

Monterey Park Victim & Family Support Fund



Victim and Family Support Fund

LOCAL REGULATIONS



- Creation of health protection zone
- Support for Gun Violence Restraining Orders (GVRs)
- Adoption of firearms pledge to reduce gun violence
- Gun prohibition on public property
- Secured weapons requirement – authorizing the City Attorney to criminally prosecute for violations

BRANDON TSAY – COMMUNITY HERO:



HALF MOON BAY

- Shooting killed 7 people and critically injured one person. Shootings occurred at local farms that employed and housed farmworkers and farmworkers' families
- Displaced ~20 households and 40 individuals
- Accused gunman remains in custody, awaiting trial date



IMMEDIATE RESPONSE

- Advise elected officials and staff, contact families and victims, create a core support team, procure risk services
- Establish a reunification center to help families find missing individuals, providing translation (Spanish and Mandarin) and cultural support
- Coordinate community vigils and memorial services
- Provide emergency housing (local hotels and AirBnB.org)
- Coordinate with local nonprofits



LESSONS LEARNED

- Maintain local control over the narrative
- Simultaneous disasters happen and require different types of responses
- Cities can develop advance preparedness plans



LESSONS LEARNED

- Cities should work closely with community foundations to set up victim compensation funds to ensure equitable distribution and accountability
- Coastside Victims Fund raised \$254,142 for distribution to 46 victims following the distribution protocols set by the Oversight Committee



LESSONS LEARNED

- Anticipate claims and potential litigation
- “Never let a serious crisis go to waste” (Rahm Emanuel)
 - Expedited approvals in the California Coastal zone
 - State and federal funding for housing
 - Enhanced code compliance at farmworker housing sites



THOUSAND OAKS



A Rush to Find Survivors Amid the Mud of Southern California Enclave



Mourners Honor Sergeant Who Rushed to 'Defend the Defenseless' in Borderline Bar Shooting

NBC Southern California · Nov 15



Gunman Kills 12 People At Country Music Bar In Thousand Oaks, Calif.

November 8, 2018 · 3:26 AM ET

BILL CHAPPELL

JAMES DOUBEK



THE NEW YORKER

THE WOOLSEY FIRE ENGULFS SOUTHERN CALIFORNIA



Together we mourn.
Together we stand.

THOMAS FIRE
December 4, 2017 – January 12, 2018

MONTECITO MUDSLIDE
January 9, 2018

BORDERLINE SHOOTING
November 7, 2018

WOOLSEY FIRE
November 8 – 21, 2018

HILL FIRE
November 8 – 25, 2018

GLOBAL PANDEMIC
2020+

ATMOSPHERIC TORNADO
December 21, 2023

CONEJO VALLEY VICTIMS FUND

- 100% of the funds raised were for
 - families who had loved ones taken from them
 - those who were physically injured
 - those present at the Borderline Bar & Grill
- Ventura County Community Foundation did not charge any Administration Fee
- There was an Independent Fiduciary Review by Auditors
- Translation services were critical
- VCCF separately funded mental health services



FINAL PROTOCOL

- Not easy to give out money
- Ken Feinberg, Special Master of the US Government's Victims Compensation Fund, advised us on a volunteer basis
- We based the strategy for disbursements on precedent from other similar tragedies and provided opportunities for feedback on the draft protocol before adopting final guidelines
- 100% of payments were apportioned in accordance with the severity of the injury to the victims
 - families who lost loved ones (70%)
 - those who were physically injured (20%)
 - those present at the Borderline Bar & Grill (10%)

FINAL PROTOCOL

- Determination of the amounts were based on
 - The Balance of the Fund on February 28, 2019
 - Completion of the review of all submitted claims
 - Review by the Special Oversight Committee and Fund Administrator
 - Final approval by the Ventura County Community Foundation

- Applications available
 - Online at www.ConejoValleyVictimsFund.org
 - In Person at Clinics
 - Mailed as Requested
 - Translation Services Available as Requested

CONEJO VALLEY VICTIMS FUND

Special Oversight Committee & Fund Administrator

Special Oversight Committee consisted of the following community leaders:

Geoff Dean, Sheriff Retired

Kathy Long, County Supervisor Retired

Scott Hansen, VCCF Foundation Board Chair

Tim Gallagher, VCCF Board Member

Anita Busch, Victim Advocate

Albert Grimmie, Christina Grimmie Foundation

Marcus Grimmie, Christina Grimmie Foundation

Dr. Richard R. Rush ("Fund Administrator"), Immediate Past President of California State University, Channel Islands

The Special Oversight Committee and Fund Administrator were given authority to develop a protocol for the distribution of financial assistance to those most seriously affected by the Borderline Bar & Grill Tragedy.

Conejo Valley Victims Fund

Timeline

- December 21, 2018: The Draft Final Protocol and Claim Forms began to be disseminated. (www.ConejoValleyVictimsFund.org).
- January 3, 2019: Two Town Hall meetings.
- FEBRUARY 18, 2019: DEADLINE FOR SUBMISSION OF CLAIM FORMS.
- February 18 – February 27, 2019: All personal meetings requested with Fund Administrator completed.
- February 18 – February 28, 2019: All claims reviewed by the Fund Administrator and recommendations for payments to eligible claimants submitted to the Conejo Valley Victims Fund Special Oversight Committee for independent review and final recommendations to the Board of Directors of VCCF.
- March 1, 2019: Payment Distribution to approved claimants begins on a rolling basis.
- After March 15, 2019: Independent Review by Independent Auditors begins.

Conejo Valley Victims Fund

Give An Hour

- Give an Hour was available to offer support to the victims of the Borderline tragedy
 - offering no cost mental health services
 - providers and staff were available to help those needing assistance with the Victim's Fund Application
 - Three (3) Victim Assistance Clinics were also provided to assist those who needed help with the Application. Licensed mental health clinicians were on site at the Victim Assistance Clinics to offer support.

VICTIMS ASSISTANCE CLINIC DATES & TIMES

Monday, January 14, 12:00pm to 8:00pm

Wednesday, January 16, 9:00am to 6:00pm

Saturday, January 19, 9:00am to 5:00pm

**For assistance, please call (805) 444-7519 or
email info@conejovalleyvictimsfund.org

LEARNING THE HARD WAY

- Immediate emergency funding is vital – prepaid visa cards essential
- Understand government assistance and victim compensation funds
- Immediate funding to families whose loved ones were taken
- Severity of Injury vs Needs Based
- Ensure your partners have staying power as this is extremely challenging work
- Law enforcement can't share data
- Have meaningful relationships with law enforcement beforehand
- The difference of an executive order
- Language used is different depending on the disaster

LEARNING THE HARD WAY

- Find separate funding for mental health and support groups with trauma-informed experts
- Families are complicated
- Families' relationships with money are even more complicated
- Use claim forms that don't require attorneys
- The vital role of the Fund Administrator
- Frauds and scams
- The impact of this work on your teams
- Fiduciary oversight as 10,000 gifts come in your door in three weeks
- Saying "yes" to hundreds of grassroots fundraisers

LEAGUE OF CALIFORNIA COMMUNITY FOUNDATIONS





QUESTIONS?

