

A wide-angle photograph of a city street at sunrise or sunset. The sun is low on the horizon, creating a strong lens flare and casting long, warm shadows across the road. The street is lined with trees and modern buildings. A few cars are visible in the distance. The overall atmosphere is peaceful and hopeful.

Leading in Crisis An Overview of the Highland Park Shooting and the Leadership and Work Undertaken to care for a Resilient Community

**IGFOA Annual Conference
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Ghida S. Neukirch
City Manager
City of Highland Park
gneukirch@cityhpil.com

Kristi McCaulou
Deputy Finance Director
City of Highland Park
kmccaulou@cityhpil.com



Presentation Disclaimer

- **The case remains active and the investigation is ongoing**
- **Photographs are open source materials**
- **Photographs may be disturbing for some viewers**



Preparing for the Parade, 7/4/2022





Incident Summary & Parade Route





Incident Summary

Shots Fired 10:14 a.m.





Fatalities, Injuries & Victim Impact

REMEMBERING THE VICTIMS OF HIGHLAND PARK



Katherine Goldstein



Irina McCarthy



Kevin McCarthy



Jacquelyn Sundheim



Stephen Straus



Nicolas Toledo-Zaragoza



Eduardo Uvaldo





Fatalities, Injuries & Victim Impact

49 Victims Suffered Gunshot Wounds

Dozens of Victims Were Injured Attempting to Flee the Area

The Mental & Emotional Wellness of Thousands of People Have Been Impacted





General Emergency Preparedness

- Emergency Operations Plan
- Emergency Procedures and Policies
- Training – NIMS, Active Shooter training, CPR/AED
- Tabletop and live scenario exercises – CHP & Partners
- Emergency contacts for employees
- Emergency Operations Center Location and Options
- Incident Action Plan
- Contacts and back-up personnel

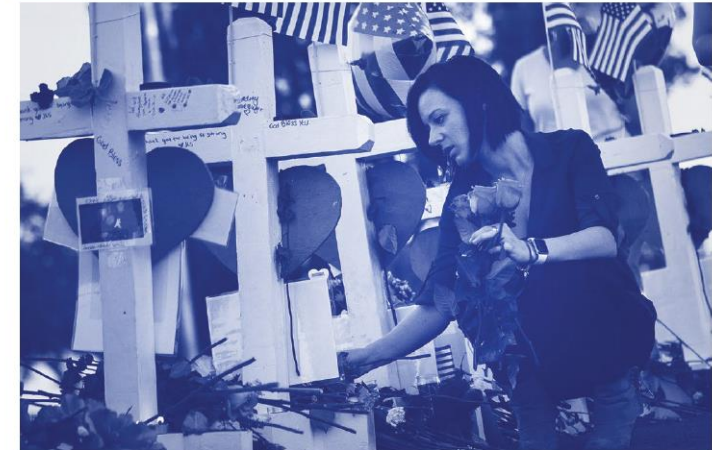


Resources, Support & Guidance

- Lake County EMA – invite them in!
- Red Cross
- Government & Community Partners
- Mass Shooting Playbook for Mayors/Managers
- Call from Uvalde City Manager
- Know your partner organizations!

Mass Shooting **PLAYBOOK**

A RESOURCE FOR U.S. MAYORS AND CITY MANAGERS



PUBLIC
HEALTH
ADVOCACY
INSTITUTE

Sarah C. Peck
Emily Nink
and
Mark Gottlieb

The Mass Shooting Protocol & Playbook is a two-part resource intended for mayors, city managers, and their staff. The Protocol covers the first 24 hours of the response. The supplemental Playbook provides best practices and resources city officials can use to prepare for, respond to, and recover from a public mass shooting.



Emergency Dispatch & Emergency Medical Services



- Dispatch received 421 calls related to the incident in the first hour
- Dispatch protocols versus self-dispatching
- Total calls for the day approached 3500
 - Typical calls per day total is 1100
- Scene containment vs entering into a hot zone
 - 24 patients transported in 27 minutes





Mutual Aid By the Numbers

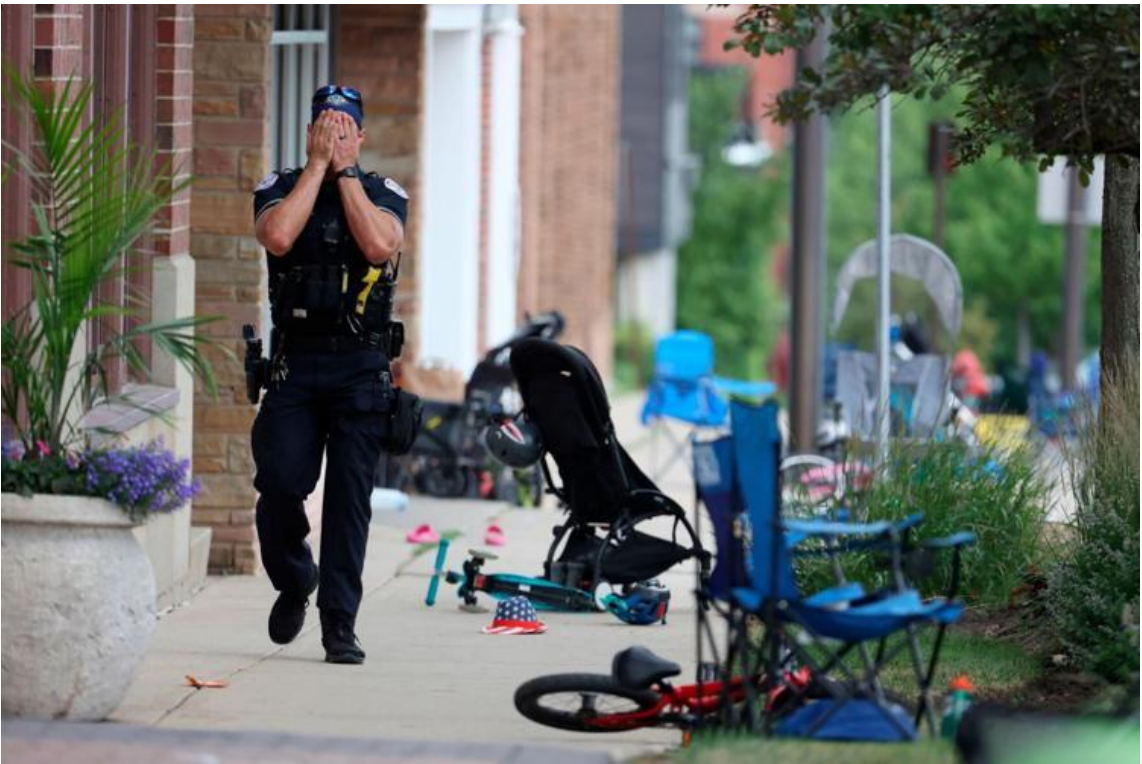
Over 1800 Local, County, State and Federal First Responders

- 6+ Federal Law Enforcement Agencies
- 70+ Local Law Enforcement Agencies
- 2 County Law Enforcement Agencies
- Illinois State Police
- 20+ Fire Departments
- 4 Emergency Communications Centers
- Hundreds of Social Workers, Civilian Personnel & Volunteers





**First Responders
are not immune to the significant
impact from a tragedy**





Command Center

- Location Selection
- Media Staging Location
- NIMS (National Incident Mgmt); ICS Protocols
- Site Security





What's your Crisis Communications Plan?

- Who is the spokesperson for the organization?
- Smart 911
- IPAWS (Integrated Public Alert Warning System)
- Hourly Press Updates
 - Protocol for press briefing – who, when, how long, where
 - Consideration to relocate media staging area
- Media Releases
- Dedicated information on City's web site
- Dual language translation
- Enews
- Social Media
- Government Partner, Resource Partner, Clergy Amplification



What Services are Needed?

- “Need” to have versus “Nice” to have
 - Set up Hpcares@cityhpil.com email address for all great ideas
- Reunification
- Crisis Counseling – immediate and ongoing
- Reclaim belongings
- Business needs within closed crime scene
- Immigration support
- Communication

Support and services for employees is critical



Investigation & Victim Support Services

Family Assistance Center

- Key partners – FBI, Red Cross, LCEMA, local agencies, Simply Bee Counseling
- Guidance from the Dept. of Justice, Office of Victims of Crime

Resource Navigation Center

- City led, in partnership with Red Cross, LCEMA, SD112, Community Partners
- Infrastructure, bi-lingual comms, food, volunteers



Managing “Events”





One Week Vigil





Support from the Department of Justice Office of Victims of Crime (OVC)

- Introduction of key personnel
- Information about Las Vegas shooting and other lessons learned
- Guidance on Family Assistance Center operations
- Antiterrorism and Emergency Assistance Program (AEAP) Grant





Learning to be Trauma Informed

- Consider triggering language and actions
- On-going communications with victims is imperative
- Say this, not that quick reference guide
 - Replace “strong” with “resilient”
 - Replace “triggering” with “re-traumatizing”
 - Instead of “lives lost”, state “lives taken” or “people killed”





Managing Expectations

- Email management (1600+ emails received on July 4 & 5)
- Ceased issuance of special event permits – despite ongoing requests
- Set up email, HPCares@cityhpil.com
- Public presentation management
- On-going staff meetings critical to effective communication





Contracted/Temporary Positions for Add'l Support

- Crisis Communications Consultant , AM Communications
 - Role and responsibility
- Security agency for supplemental law enforcement, P4 Security
- Management Analyst for Police Support, GovTemps
- Admn. Director, Resource Navigation Center
- Area communities provided law enforcement and administrative support for 2 weeks



Donations and Volunteer Management

- Protocols for volunteers and in-kind donations
 - Social Worker services – opportunities and challenges
- Development of a Victims Fund Strategy
 - HP Community Foundation established fiduciary of the City
 - Managing GoFund me pages
 - Victims First
- Direct volunteers where they can help / amplify good work
 - HP Volunteer Pool
- Food donations – city/partner agencies & victim support



Short-Term Memorials

- Three short-term memorials established organically
- Guidance from DOJ/OVC
- Feedback from victims and the public
 - Manage conflicting feedback
- Do No Harm





City Established Temporary Memorial Rose Garden, adjacent to City Hall

Will continue to be maintained until permanent memorial is established





On-Going Resiliency Operations

- Set-up Resiliency Division within the City Admn
 - Staffing & Purpose
- Monthly Meetings with Government Partners & Community Partners

Government:

- Highland Park Library
- Highwood Library
- Lake County (Admn, EMA and SAO)
- Moraine Township
- Park District of Highland Park
- SD112
- SD113

Resource Partners:

- HP Community Foundation
- 211 Lake County/United Way
- North Suburban Legal Aid Clinic
- Family Services of Lake County/Josselyn



Debriefs / After Action / Hot Washes

- Various Debriefs organized by the City
 - Senior Staff
 - City Council
 - Communications/PIO
 - Government & Resource Partners
 - City AAR draft underway for public information
- Illinois & Lake County Emergency Management contract with IEM
- Dept. of Justice Office of Comm. Oriented Policing Services (COPS)
- Special Teams



High level overview of Next Steps

- Recognition Ceremonies & Recognition Outreach to Partners
- Update to the City's Emergency Operations Plan
- Funding to renovate and/or create additional EOC
- Special Event Permits / Incident Action Plans
- Media Training – City Council & Senior Staff
- Retain text messages
- Emergency Preparedness to include community partners – (past tabletops only included staff, government partners, hospital, Ravinia Festival)
- Mutual Aid for Administrative/Communications Personnel
- Stop the Bleed training
- Legislative action (drone bill)
- Police technology & resources



5 WAYS TO MANAGE MENTAL HEALTH



**STRESS
MANAGEMENT**



TALK TO PEOPLE



SLEEP WELL



**STAYING ACTIVE &
EXERCISING**

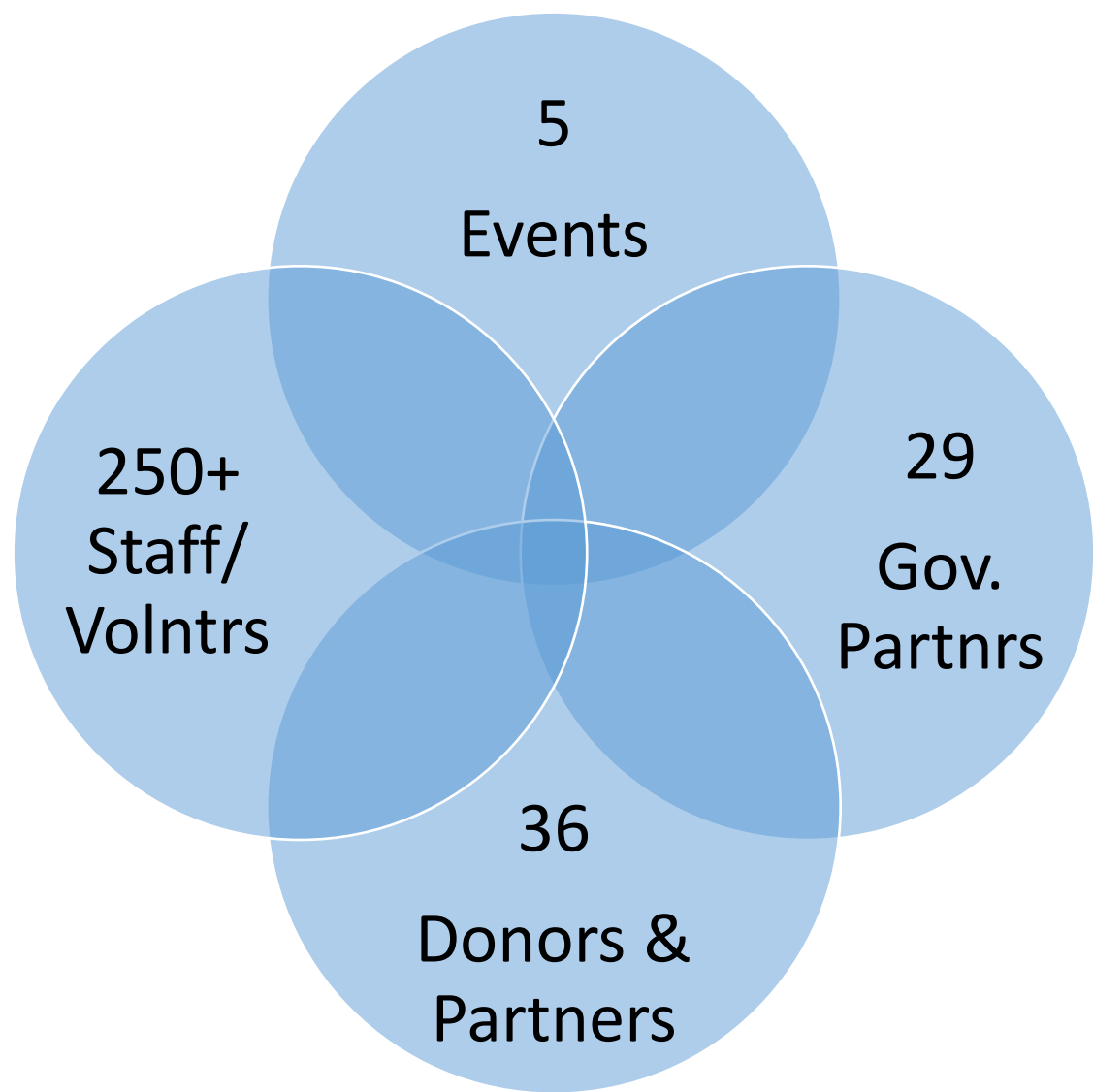


**HEALTHY EATING
HABITS**



One Year Later







One Year Later

- Weekly staff planning meetings
- Rethinking Security
- Partner Support
- Crisis Response Team
- Call Center Established
- Plan for the Worst & Hope for the Best





**We often cannot control
what takes place,
but we can always control
how we react and respond.**



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kmccaulou@cityhpil.com

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Illinois Government Finance Officers Association
800 Roosevelt Road, Building C, Suite 312
Glen Ellyn, IL 60137
Phone: 630-942-6587
Email: info@igfoa.org
Visit <http://www.igfoa.org>