Emergency Management
Response to the
Pulse Nightclub Shooting

April Taylor, FPEM
City of Orlando
Office of Emergency Management

Kathy DeVault
City of Orlando
Office of the Mayor
Discussion Outline

• Community Setting
• Previous Active Shooter Training
• The Pulse Incident
• EOC Activation
• Assistance Centers
• Community Response
  ○ Beyond First Responders
• Key Observations
“One of America’s ten coolest cities, citing Orlando’s number of night life, cultural and recreational outlets”

*Forbes Magazine*

- Strong Mayor form of government
- 3,300 employees/$1.2 billion annual budget
- 265,000 annual residents (28% Hispanic and 27% Black)
- Forbes ranked Orlando 35th on their list of America’s safest cities
Pre-Pulse Training

- Implemented Mass Casualty Incident (MCI) training with Orlando Police Department (OPD), Orange County Sheriffs Office (OCSO) and FBI as early as 2005
- 2013 - St. James School (OPD/OFD/OCSO/OCFRD)
- 2014 - Edgewater High School Active Shooter
- 2015 - Active Shooter/EOD exercise with local area SWAT teams coordinated by FBI at The Mall at Millenia
- 2015 - Annual Tabletop Exercise on Civil Disobedience
- 2015 - Conducted a Down Aircraft Full Scale Exercise
- 2015 - University of Central Florida Full Scale Exercise
- 2015 - Valencia College, West Campus Full Scale Exercise
Building: Nightclub
Built: 1957
Floors: 2 Story
Gross Area: 4853 sq. ft.
Exterior Walls: Concrete Block Stucco
Weather: Clear, 77 F, with no wind at 85% humidity
Time of Incident: 2:02 a.m. first call received
Occupants: Approximately 300 at time of incident
Initial Responding Agencies (within 6 hours of event)

- Orlando Police Department, Orange County Sheriff and Multiple Police Agencies
- Orlando and Orange County Fire Departments
- Orlando Fire Dept. Arson/Bomb Squad
- Rural Metro (transport for Orlando)
- OPD SWAT
- Multiple Hospitals
- Orange County Medical Examiner
- Florida Department of Law Enforcement
- Florida Highway Patrol
- Central Florida Intelligence Exchange
- Federal Bureau of Investigation
- Bureau of Alcohol, Tobacco, Firearms, and Explosives
- Drug Enforcement Administration
- Department of Homeland Security
Emergency Operations Center

Activated to a Level 1 (June 12, 2016 - June 22, 2016)

Mission was to provide Operational Coordination and Support for the following:

• OPD Command Post and On-scene Operations
• Establish the Emergency Information Center (EIC) / Help Line
• Dignitary Visits, Funerals, Memorial Services, and Vigils
• Family Reunification Center
• Family Assistance Center
• Orlando United Assistance Center
• OneOrlando Fund
Emergency Management Team

City of Orlando

• ESF-01 Transportation
• ESF-02 Technology Management
• ESF-03 Public Works
• ESF-04 Fire Service
• ESF-05 Emergency Management
• ESF-06 Families, Parks, & Recreation
• ESF-07 Procurement
• ESF-14 Public Information
• ESF-15 Volunteers & Donations
• ESF-16 Law Enforcement
• ESF-18 Economic Development
• ESF-19 Damage Assessment
• Executive Offices
• Chief Administration Offices

Partner Agencies

• Orange County Office of Emergency Management
• Seminole County Office of Emergency Management
• Osceola Office of Emergency Management
• Lake County Office of Emergency Management
• State of Florida Division of Emergency Management
• LYNX
• Federal Bureau of Investigation
• Department of Justice
• Department of Veteran Affairs
• Department of Homeland Security
• British Consulate
Social Media/Website

- Initially used OPD Twitter account
- Transitioned into the City and Mayor Facebook and Twitter accounts
- Link off of City’s homepage
  - Pulse update page
- Most information disseminated in English and Spanish

In the month that followed:

<table>
<thead>
<tr>
<th>Twitter</th>
<th>City of Orlando Account</th>
<th>Mayor Dyer Account</th>
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<tbody>
<tr>
<td>Tweets</td>
<td>190</td>
<td>145</td>
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<tr>
<td>Impressions</td>
<td>3.8 million</td>
<td>3.8 million</td>
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<tr>
<td>Link Clicks</td>
<td>19,200</td>
<td>9,100</td>
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<tr>
<td>New Followers</td>
<td>7,877</td>
<td>3,909</td>
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</table>

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<thead>
<tr>
<th>Facebook</th>
<th>City of Orlando Account</th>
<th>Mayor Dyer Account</th>
</tr>
</thead>
<tbody>
<tr>
<td>Posts</td>
<td>159</td>
<td>119</td>
</tr>
<tr>
<td>Impressions</td>
<td>2.6 million</td>
<td>1.8 million</td>
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<tr>
<td>Link Clicks</td>
<td>23,919</td>
<td>7,023</td>
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<tr>
<td>New Followers</td>
<td>8,340</td>
<td>4,549</td>
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Emergency Information Center

- Activated to a Level 1 (June 12, 2016 - June 22, 2016)
- Mission: Provide information to family and friends of victims. It also served as the Victim Information Center for FEMORS.

- Staffed by Community Service Officers, City Staff and City Volunteers, and the American Red Cross

- Started with a phone bank of 12 phones
  - Expanded to 23 phones
  - Received over 6800 calls
Family Reunification Center

- **Beardall Senior Center**
- **June 12, 2016 - June 14, 2016**
- Established for the Notification of Next of Kin and Victims Identification
- FBI Crisis Team, FEMORS, and FDLE
Family Assistance Center

- Camping World Stadium
- June 15, 2016 - June 22, 2016
- Established to support the immediate needs of families, friends, and victims

Services Provided
- Air Travel/Lodging
- Animal Services
- Child And Family Services
- Consulate Services
- Counseling/Spiritual Care
- Crime Victim Services
- Funeral Services
- Health Care Assistance
- Identification Documents
- Legal Aid
- Medical Examiner
Agencies Represented at FAC

- African-American Chamber
- American Airlines
- American Red Cross
- Aspire Health
- Attorney General’s Office
- Catholic Charities
- Caribbean American Chamber
- Children’s Home Society
- Colombia Consulate
- Delta Airlines
- FBI
- FL Crisis Response Team
- FL Dept of Children and Family
- FL Dept of Vital Statistics
- FL Morticians Assoc
- Govt. of Puerto Rico
- Greater Orlando Aviation Authority
- Heart of Florida United Way
- Hispanic Chamber of Commerce
- Howard Phillips Center for Children and Family
- JetBlue
- Legal Aid Society
- LGBT Chamber of Commerce
- LGBT Community Center
- Lynx
- Medical Examiner’s Office
- Mexican Consulate
- OCSO Victim Advocate
- Orlando Utility Commission
- Osceola County
- Florida Morticians Assoc
- Pet Alliance
- Salvation Army
- Senior Resource Alliance
- Social Security Administration
- Southwest Airlines
- Therapy Dogs International
- Tax Collector
- United Airlines
- US Veteran Affairs
- Zebra Coalition
Camping World Stadium was able to provide:

- Space (Office, Admin, and Support)
- Security and Parking Staff
- Logistical Support
- Secure Parking Area
- Designated Media Area

Camping World Stadium Layout:

- 1st Floor Registration
- 2nd Floor Family Assistance Center
- 3rd Floor JSOC and Personal Items/Effects
Family Assistance Center

Served over:
- 900 Individuals
- 255 Families
Orlando United Assistance Center

- Michigan Street in South Orlando
- June 23, 2016 - current
- Partnership between the City of Orlando, Orange County Government and the United Way
- Serves as a navigation point to assess the needs and provide information, support and resources to those directly affected

Services Provided:
- Long-term Support
- Family Services
- Mental Health Services
- Counseling

http://www.cityoforlando.net/hope/
Political Leader and Dignitary Visits

- President Barack Obama
- Vice President Joe Biden
- City Mayor Buddy Dyer
- County Mayor Teresa Jacobs
- State Governor Rick Scott
- Senators Bill Nelson, Marco Rubio, and John Mica
- Congresswoman Corrine Brown and Congressman Alan Grayson
- State Attorney General Pam Bondi
- Attorney General of the United States Loretta Lynch
- FBI Director James Comey
- Former Secretary of State Hillary Clinton
Dr. Phillips Lawn Memorial Site
Memorial Services and Vigils
Memorial Services and Vigils
Caring for our Own

- Employee Assistance Program
- Activate Critical Incident Stress Management (CISM) Teams and Peer Support Teams
- Reaching out to others in Fire Service
- Comfort Dogs
- Outreach from community members and local faith based organizations
- Family Counseling
- Survivors from Boston, New York and Aurora showed support
- University of Central Florida’s RESTORE Program
Local Business Implications and Assistance

The scene and surrounding area streets were closed during the investigation.

- 45 businesses closed (est. loss $500 - $150,000)
- Small Business Administration (SBA) Interest Free Economic Injury Disaster Loans
- City Main Street Program Coordination and Communication
What worked well?

- Leadership Support
- EOC serving as the central hub
- Community Partnerships
  - Value of existing relationships
- Preparedness
  - Engagement of non-traditional responders
- Social Media/Website
- IT Support in all locations
#ORLANDOUNITED
Thank you!

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