



CITY OF
ORLANDO
EMERGENCY MANAGEMENT



EMERGENCY MANAGEMENT RESPONSE TO THE PULSE NIGHTCLUB SHOOTING

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DEPUTY EMERGENCY MANAGER

CITY OF ORLANDO

OFFICE OF EMERGENCY MANAGEMENT

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
- 300,000+ 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

June 12, 2016



PULSE





- 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

ORMC

OFD
Station
5

PULSE
Nightclub



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



OneOrlando Fund

EMERGENCY MANAGEMENT TEAM

City of Orlando

- ESF-01 Transportation
- ESF-02 Technology Management
- ESF-03 Public Works
- ESF-04 Fire Service
- ESF-5 Emergency Management
- ESF-6 Families, Parks, & Recreation
- ESF-7 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 County Office of Emergency Management
- Lake County Office of Emergency Management
- State of Florida Division of Emergency Management
- Local hospitals
- LYNX (bus service)
- Federal Bureau of Investigation
- Department of Justice
- 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:

Twitter	City of Orlando Account	Mayor Dyer Account	Facebook	City of Orlando Account	Mayor Dyer Account
Tweets	190	145	Posts	159	119
Impressions	3.8 Million	3.8 Million	Impressions	2.6 Million	1.8 Million
Link Clicks	19,200	9,100	Link Clicks	23,919	7,023
New Followers	7,877	3,909	New Followers	8,340	4,549

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

- Established for the Notification of Next of Kin and Victims Identifications
- FBI Crisis Team, FEMORS and FDLE
- Remained open Sunday, June 12 to Tuesday, June 14
- Scalable plans for a Family Reunification Center are needed



FAMILY ASSISTANCE CENTER

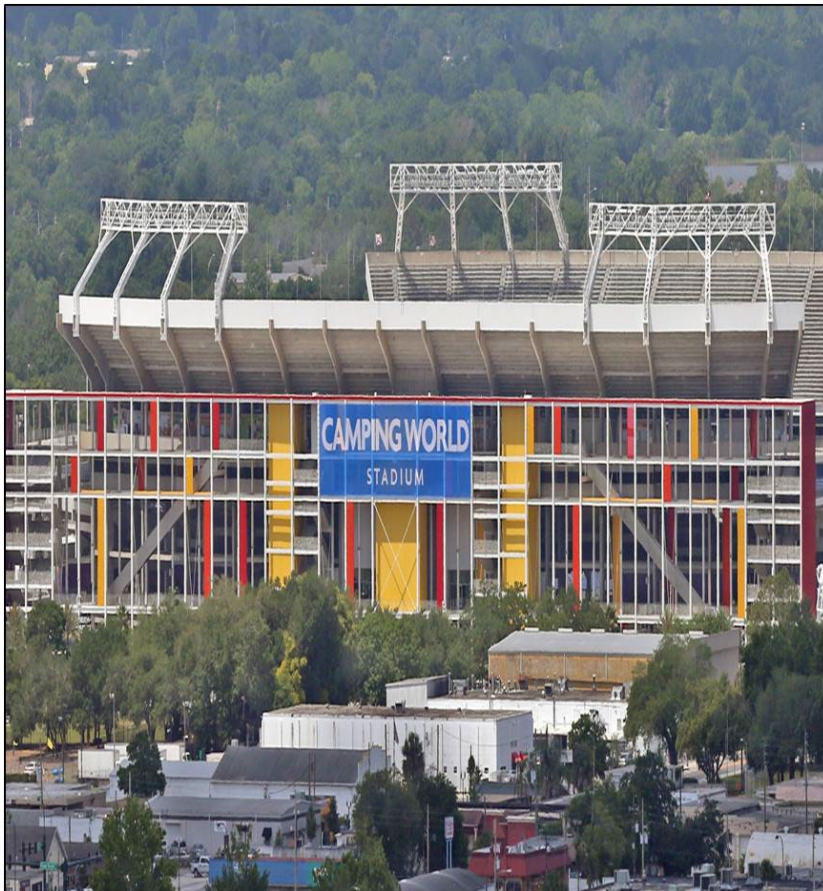


Established to support the immediate needs of families, friends, and victims

- Air Travel/Lodging
- Animal Services
- Child & Family Services
- Consulate Services
- Counseling/Spiritual Care
- Crime Victim Services
- Funeral Services
- Health Care Assistance
- Identified Documents
- Legal Aid
- Medical Examiner



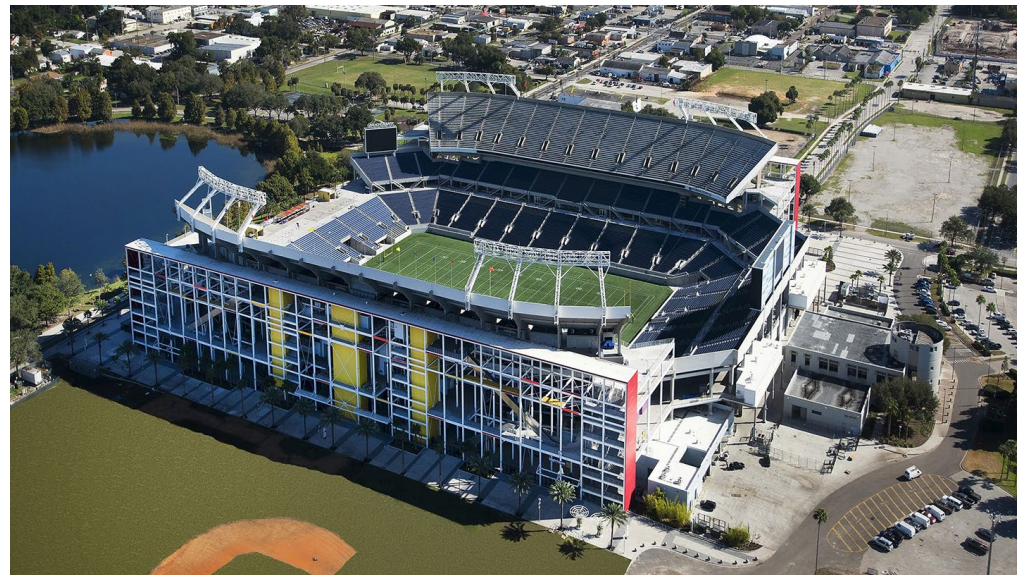
FAMILY ASSISTANCE CENTER



Camping World Stadium was able to provide:

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

FAMILY ASSISTANCE CENTER

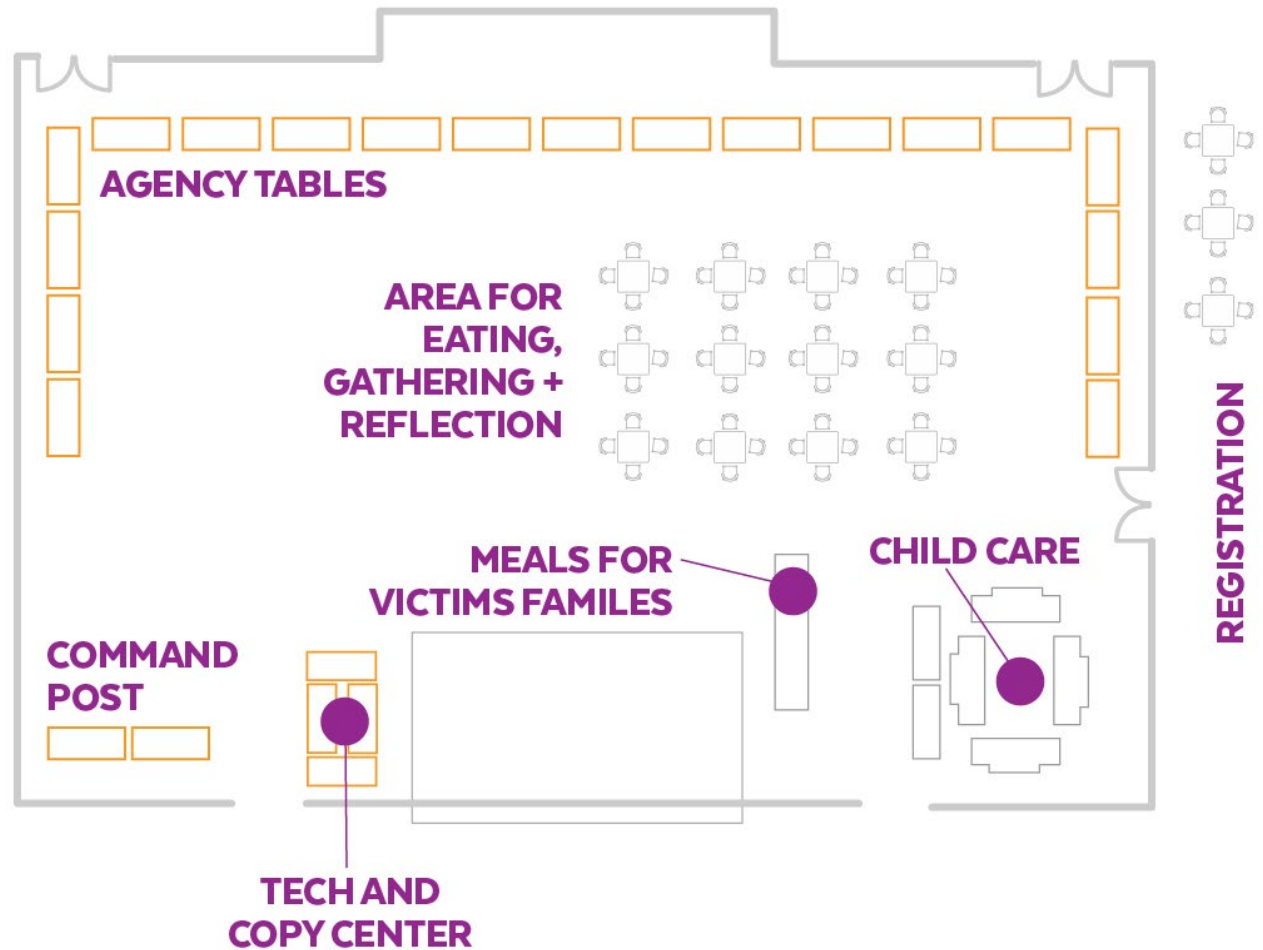


Level 1: Event Level/Perimeter

FAMILY ASSISTANCE CENTER



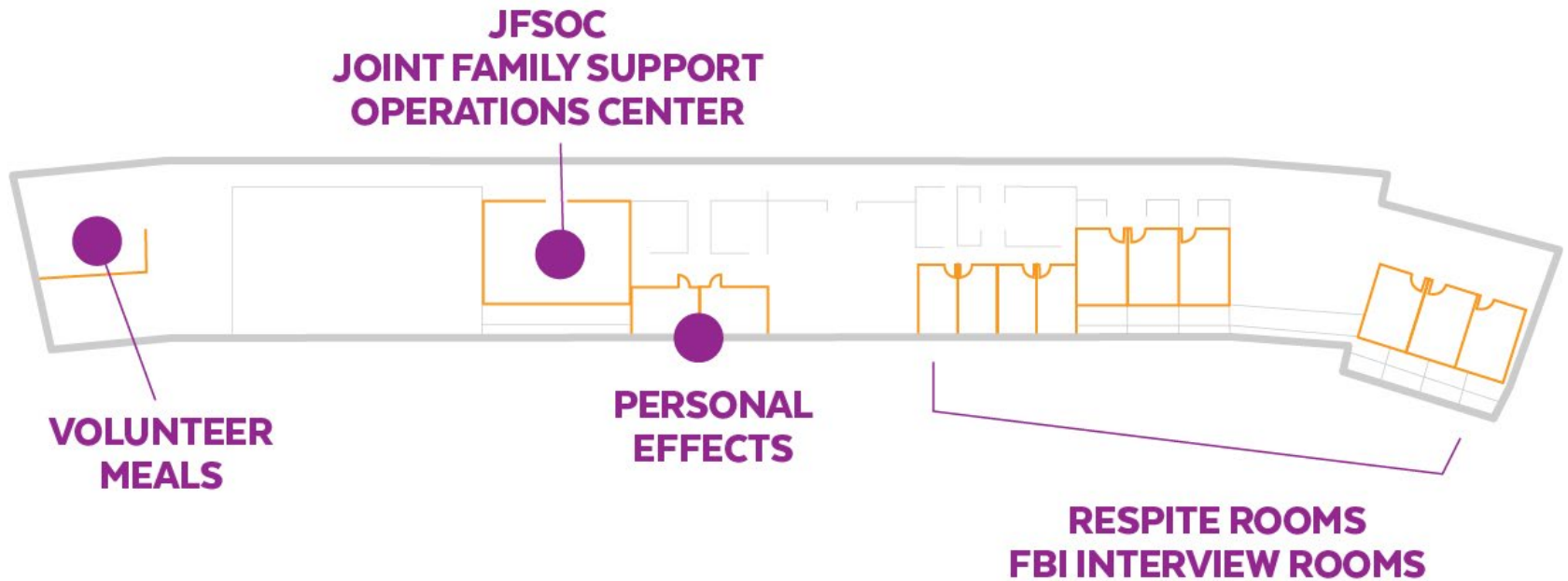
Level 2: Club
Level



FAMILY ASSISTANCE CENTER



Level 3: Suite Level

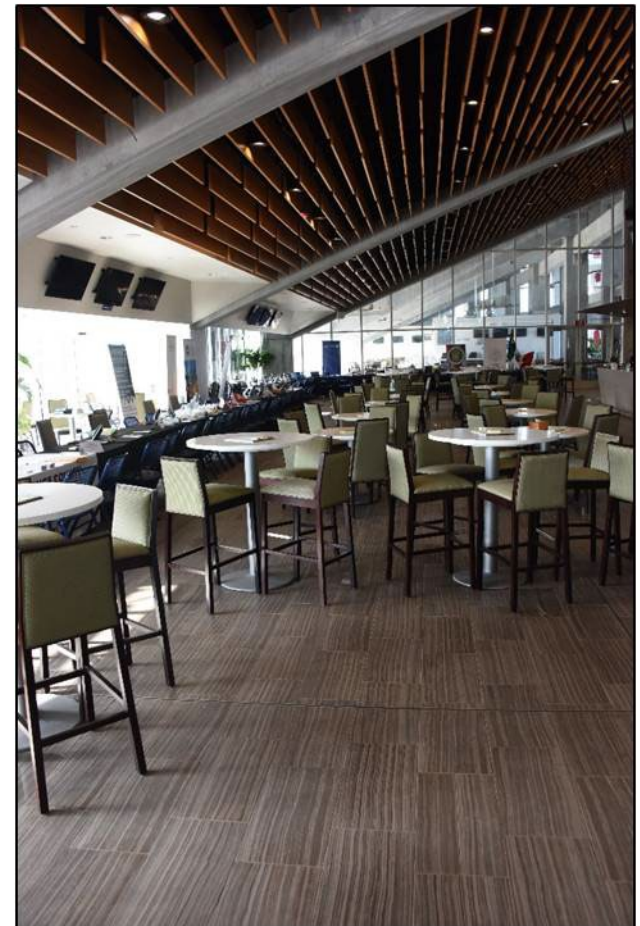


FAMILY ASSISTANCE CENTER

Open Wednesday, June 15 through
Wednesday, June 22

1200 Volunteers served over:

- 956 Individuals
- 298 Families



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
- Social Security Administration
- Southwest Airlines
- Therapy Dogs International
- Tax Collector
- United Airlines
- US Veteran Affairs
- Zebra Coalition

ONEORLANDO FUND

- City had a 501(c)3 non-profit already established
- Raised more than \$31 million
- Fund administrator Attorney Kenneth R. Feinberg
- OneOrlando Fund Board chaired by Orlando Magic President Alex Martins and included 14 other community leaders
- 100% of funds were disbursed to families and victims and funds were disbursed in less than four months



OneOrlando Fund



CENTER

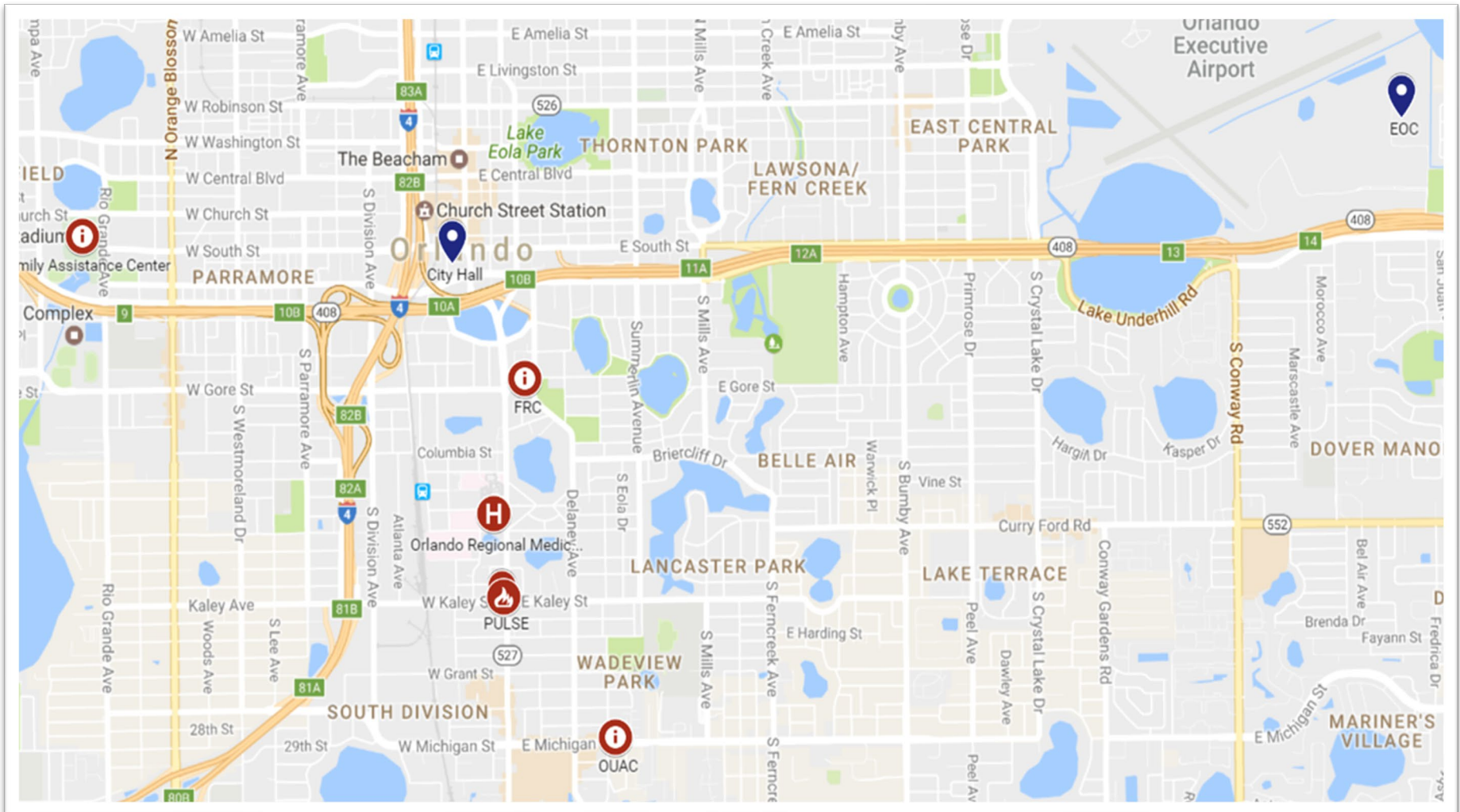


Equality
Florida



NATIONAL
COMMISSION

ORLANDO AREA MAP



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 and Marco Rubio**
- **Congresswoman Corrine Brown**
- **Congressmen Alan Grayson and John Mica**
- **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 & ASSISTANCE

The scene & 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 & 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

A large crowd of people is gathered in a city square at night. The buildings are illuminated, and a rainbow-colored building is visible on the left. The text "#ORLANDOUNITED" is overlaid on the image.

#ORLANDOUNITED

Thank You!

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