



# 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



CITY OF  
**ORLANDO**  
EMERGENCY MANAGEMENT

# Discussion Outline

- Community Setting
- Previous Active Shooter Training
- The Pulse Incident
- EOC Activation
- Assistance Centers
- Community Response
  - Beyond First Responders
- Key Observations



CITY OF  
**ORLANDO**  
EMERGENCY MANAGEMENT

“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 35<sup>th</sup> on their list of America’s safest cities

# Pre-Pulse Training

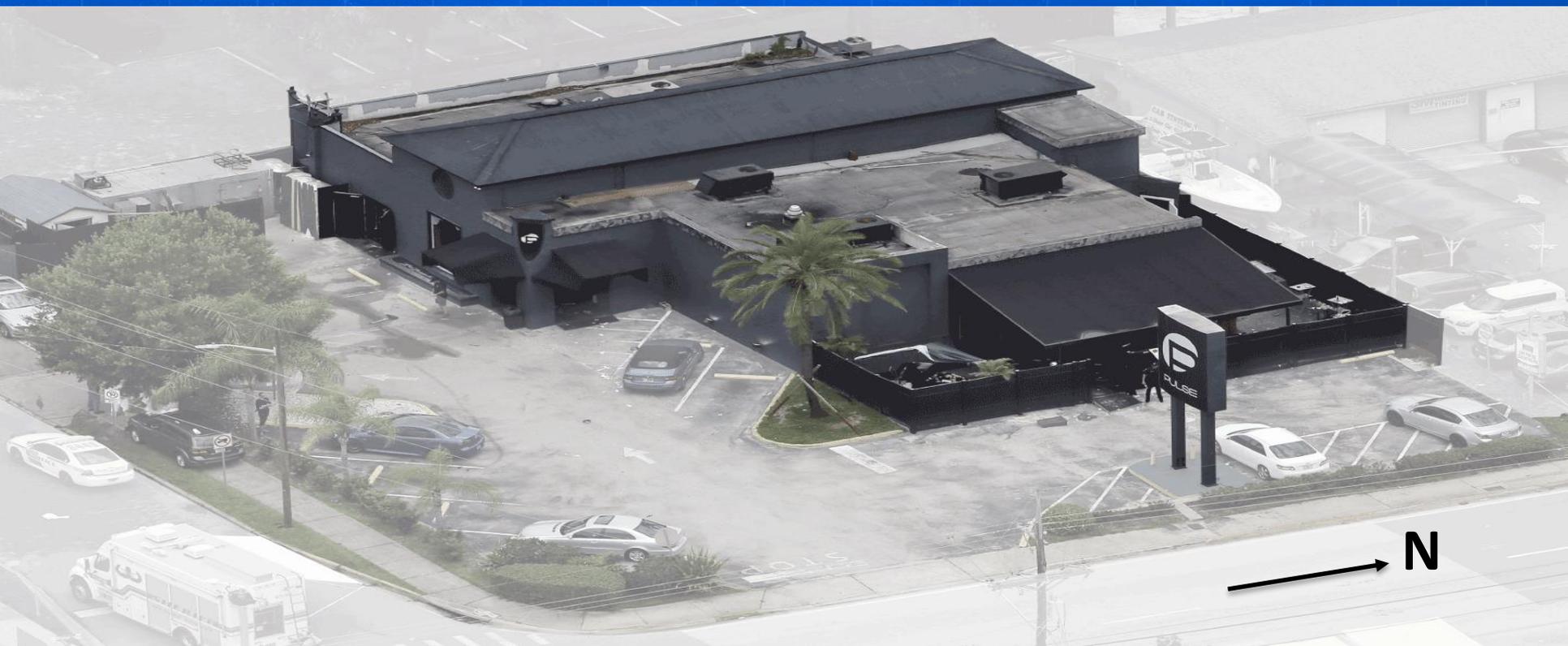
- Implemented Mass Casualty Incident (MCI) training with Orlando Police Department (OPD), Orange County Sheriffs Office (OCSO) and FBI as early as 2005
- 2013 - St. James School (OPD/OFD/OCSO/OCFRD)
- 2014 - Edgewater High School Active Shooter
- 2015 - Active Shooter/EOD exercise with local area SWAT 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





OneOrlando Fund



# 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-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 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:*

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

- **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



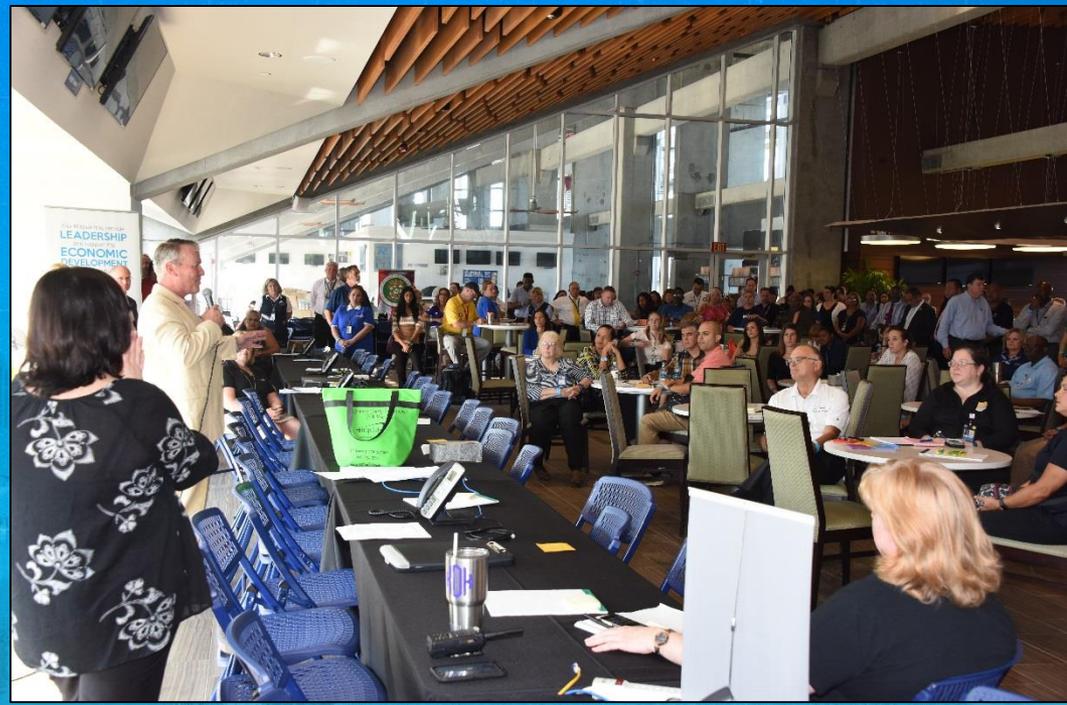
# Family Assistance Center



- **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
- FI Crisis Response Team
- FI Dept of Children and Family
- FI Dept of Vital Statistics
- FI 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

# Family Assistance Center



**Camping World Stadium was able to provide:**

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

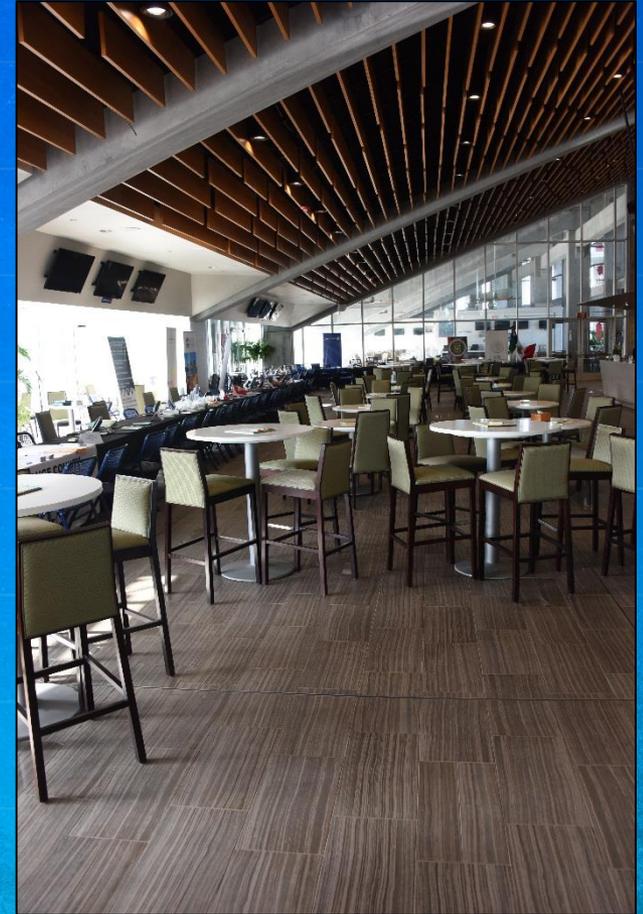
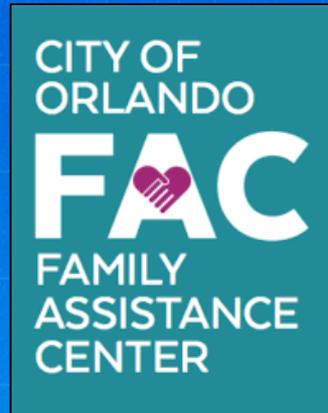
**Camping World Stadium Layout:**

- 1<sup>st</sup> Floor Registration
- 2<sup>nd</sup> Floor Family Assistance Center
- 3<sup>rd</sup> 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

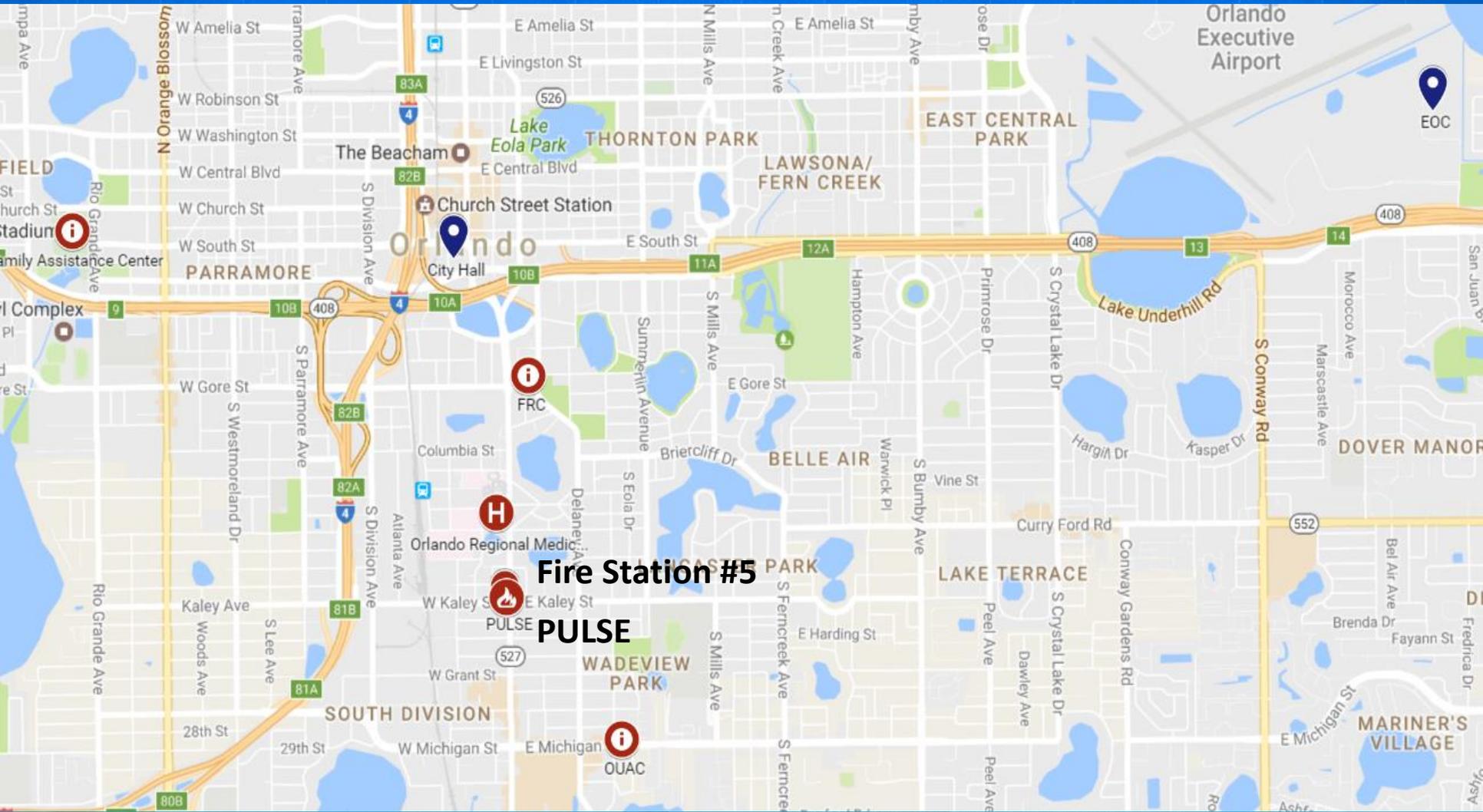
## Services Provided:

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

<http://www.cityoforlando.net/hope/>



# Orlando Area Map

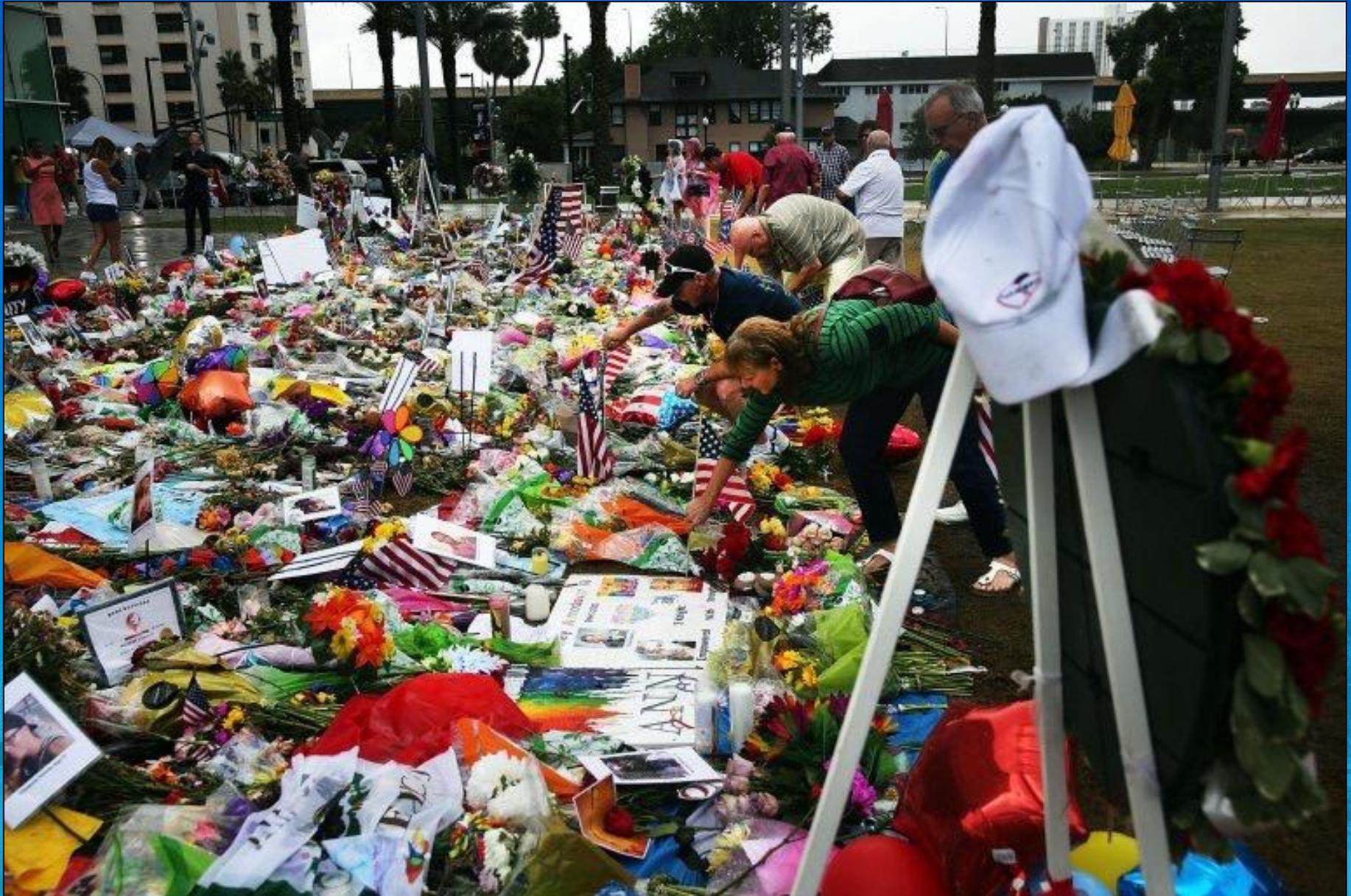


# Political Leader and Dignitary Visits

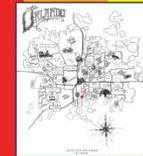
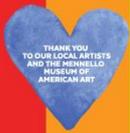
- President Barack Obama
- Vice President Joe Biden
- City Mayor Buddy Dyer
- County Mayor Teresa Jacobs
- State Governor Rick Scott
- Senators Bill Nelson, Marco Rubio,  
and John Mica
- Congresswoman Corrine Brown  
and Congressman Alan Grayson
- State Attorney General Pam  
Bondi
- Attorney General 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

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

**#ORLANDOUNITED**

***Thank you!***

**April Taylor**

**Deputy Emergency Manager**

**City of Orlando**

**[april.taylor@cityoforlando.net](mailto:april.taylor@cityoforlando.net)**

**Kathy DeVault**

**Director of Strategic Partnerships**

**City of Orlando**

**[kathleen.devault@cityoforlando.net](mailto:kathleen.devault@cityoforlando.net)**

