

# AGENDA

- Emergency Management Response to the Pulse Nightclub Shooting
- Impact and Recovery of a Mass Casualty Event
- Q&A
- Session Wrap Up



# PSPR2 Seminar Series: Mass Casualty Impact and Recovery

THE SESSION WILL BEGIN SHORTLY



**PSPR2**

SEMINARS FOR RESILIENCE



**American  
Red Cross**



Homeland Security  
and Emergency Services



# PSPR2 Seminar Series: Mass Casualty Impact and Recovery

IT'S A CRIME SCENE—ADDRESSING IMMEDIATE NEEDS



**PSPR2**

SEMINARS FOR RESILIENCE



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# PSPR2 SERIES OVERVIEW



The primary goals of the Private Sector Preparedness, Response, and Recovery Seminar (PSPR2) series are to:

- Provide participants with critical infrastructure best practices at the owner and operator level on recovery and continuity resulting from a mass casualty event
- Present and discuss best practices on phases of mass casualty event recovery, and
- Provide partners with planning resources and tools to assist with mass casualty impact and recovery.



## SEMINARS FOR RESILIENCE

# AGENDA

- ❑ Emergency Management Response to the Pulse Nightclub Shooting
- ❑ Impact and Recovery of a Mass Casualty Event
- ❑ Q&A
- ❑ Session Wrap Up



# LEARNING OBJECTIVES

- Discuss the City of Orlando's response to the Pulse Nightclub shooting
- Define the core necessities of a Family Assistance Center
- Learn about important resources made available to first responders and volunteers
- Begin to apply lessons learned to your organization
- Start to develop your organizations playbook



# HOUSEKEEPING

- Cameras and microphones are disabled
- Safari and Chrome users might experience connectivity issues; recommended to use Teams desktop or mobile application (preferred), Edge, or Firefox
- Please use the Q&A chat in the upper right corner
- Captions may not be enabled by your organization
- Session is being recorded and will be available via [Vimeo](#) soon



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G&H is accredited by the International Accreditors for Continuing Education and Training (IACET) and offers IACET Continuing Education Units (CEUs) for its learning events that comply with the ANSI/IACET Continuing Education and Training Standard. IACET is recognized internationally as a standard development organization and accrediting body that promotes quality of continuing education and training.

CEUs are earned by attending the entirety of a session and by achieving an 70% or higher score on a post-webinar knowledge assessment. For every 10-hours of, in-person or virtual, classroom time, a learner can earn 1 CEU. Learners are eligible to earn .1 CEU for attendance at each PSPR2 session for a cumulative total of .9 CEU.

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CITY OF  
**ORLANDO**  
EMERGENCY MANAGEMENT



## EMERGENCY MANAGEMENT RESPONSE TO THE PULSE NIGHTCLUB SHOOTING

Manuel D. Soto, CEM  
Emergency Manager

April Taylor, CEM  
Deputy Emergency Manager

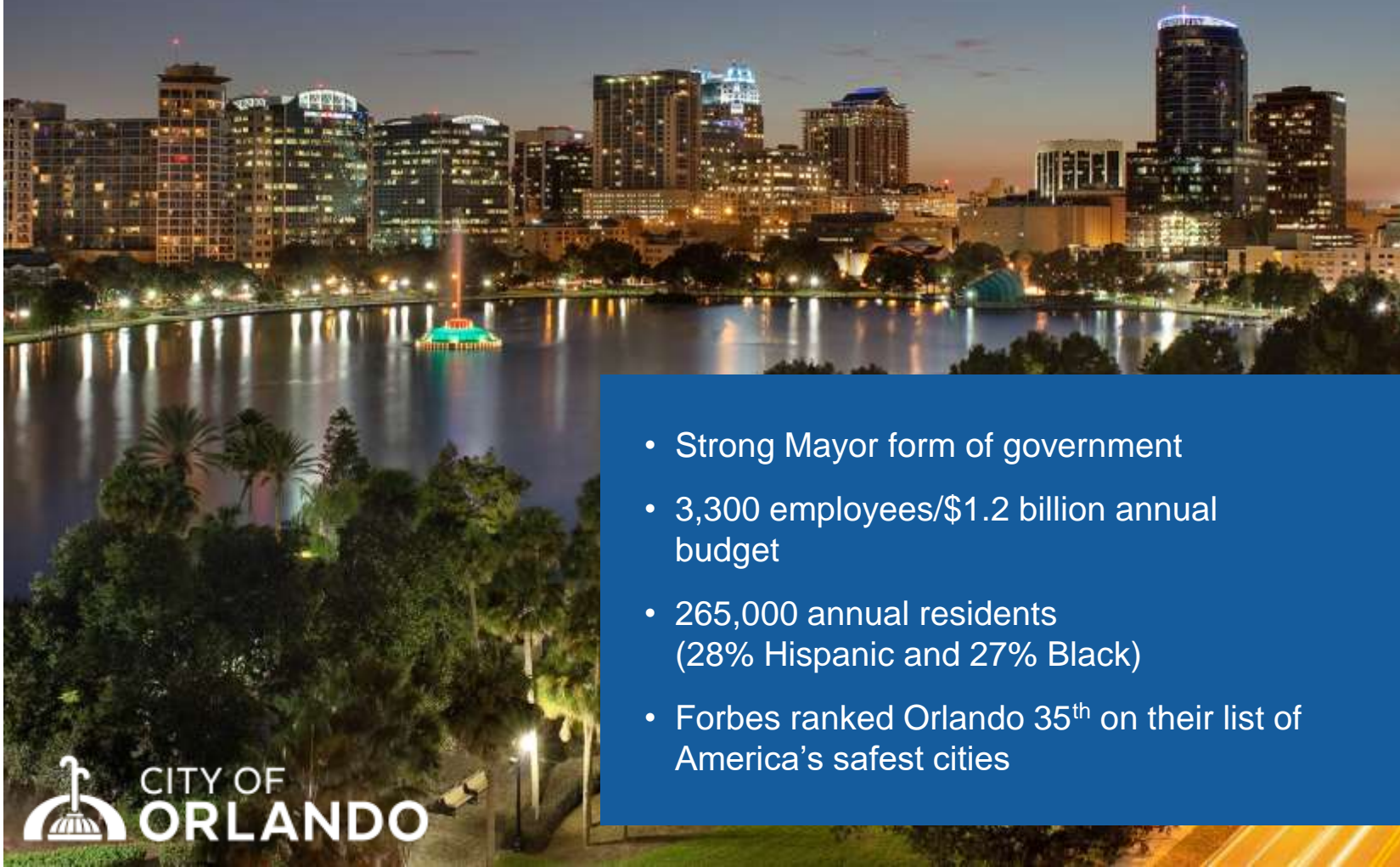
# DISCUSSION OUTLINE

- 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



© 2016 Google

Google earth

1995

28°31'12.85" N 81°22'35.14" W elev 106 ft eye alt 413 ft



# 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-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
  
- LYNX
  
- Federal Bureau of Investigation
- Department of Justice
- Department of Veteran Affairs
- Department of Homeland Security
  
- US Dept of State-OFM
- 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

Period of Operations: June 12, 2016 – June 14, 2016

- Established for the Notification of Next of Kin and Victims Identifications
- FBI Crisis Team, FEMORS, and FDLE
- Provided immediate counseling/spiritual needs of families and victims





# FAMILY ASSISTANCE CENTER

## Camping World Stadium

Period of Operations: 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 & Family Services
- Consulate Services
- Counseling/Spiritual Care
- Crime Victim Services
- Funeral Services
- Health Care Assistance
- Identified 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
- Social Security Administration
- Southwest Airlines
- Therapy Dogs International
- Tax Collector
- United Airlines
- US Dept of State -OFM
- US Veteran Affairs
- Zebra Coalition

# 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

## **Camping World Stadium Layout:**

- 1<sup>st</sup> Floor Registration
- 2<sup>nd</sup> Floor Family Assistance Center
- 3<sup>rd</sup> Floor JFSOC & Personal Items/Effects

# FAMILY ASSISTANCE CENTER

Served over:

- 900 Individuals
- 255 Families





# ORLANDO UNITED ASSISTANCE CENTER

## Michigan Street in South Orlando

Established Operations: 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



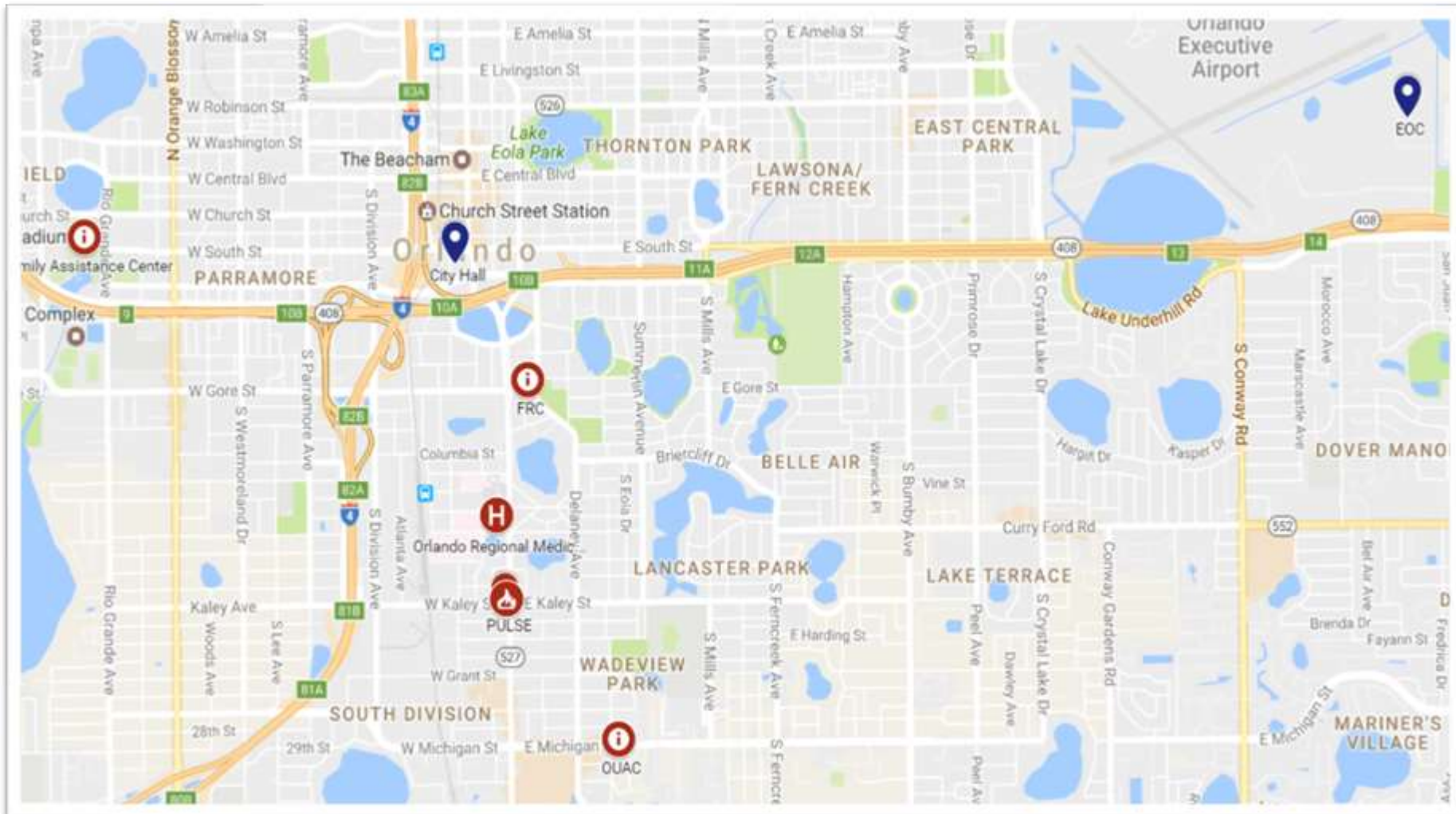
### Services Provided

- 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 & 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 & ASSISTANCE

The scene & surrounding area streets were closed during the investigation



- 45 Businesses Closed (est. loss \$5000-\$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
- Develop a FAC Plan
- Enhance the Donation Management Process
- Enhance technology to support JIC Operations
- Enhance the EOC
- Enhance the language translation services
- Support of Operation VIPR







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# Thank You!





# SEMINARS FOR RESILIENCE

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## Impact and Recovery of a Mass Casualty Event

# MORE MASS SHOOTINGS THAN DAYS

## Why it matters:

The first months of the new year have already been **marred by dozens of mass shootings**

- including in Monterey Park, California, Louisville, Kentucky and Nashville, Tennessee

## State of play:

About **76% of Americans surveyed said they believed mass shootings are something "we can prevent and stop if we really tried,"** and not something that must be accepted "as part of a free society"

**Zoom out:** So far, **there have been more mass shootings than days in 2023.**

As of Monday, there have been at least 162 mass shootings in the U.S., according to the Gun Violence Archive



# FBI & US SECRET SERVICE

According to the Federal Bureau of Investigation:

- Active shooter attacks spiked by 52.5 percent in 2021

The U.S. Secret Service recently released its first-ever report on mass shootings in the United States:

- The report listed key findings and a breakdown of the shooters including that:
  - The most common sites for mass shootings were businesses, restaurants, and retail facilities
- “Today, no industry and no person is immune to these attacks”



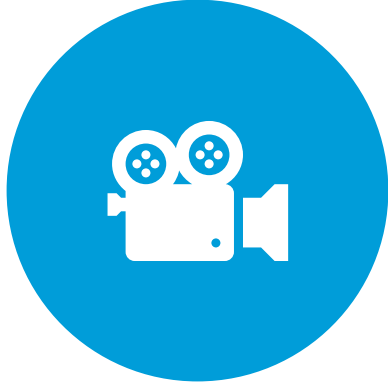


# GROUND RULES

- This series is not to politically deal with the issues about weapons - guns or otherwise.
- It is to be better prepared – when (and not if) these events happen. Steps to take after an incident has happened.
- Being prepared with Safety, Empathy & Compassion for employees, customers, and the community is our focus
- This can be a very sensitive and difficult topic to discuss.
  - Be sure to take care of yourself – physically and mentally



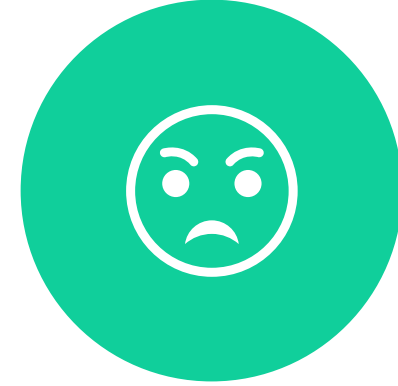
# THE OFFICIAL RECORD



5 MINUTE VIDEO

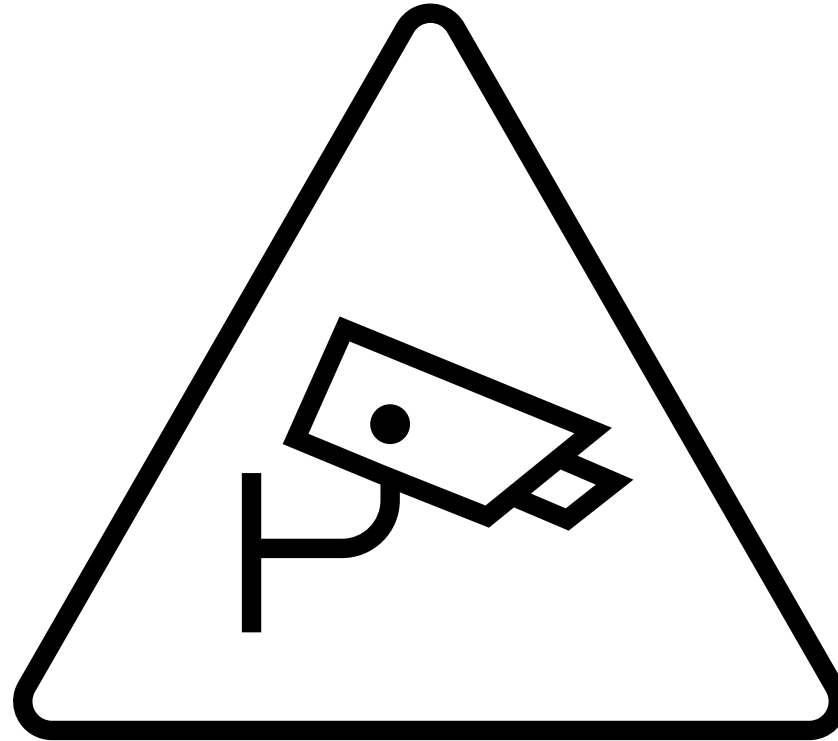


398 PAGES OF  
REPORTS



OVER 100 SHOTS  
FIRED

# SOME CONTEXT



# RUN – HIDE – FIGHT

## IT WORKS!

- A Run Hide Fight review will become different for the location that goes through an event – be sure to plan for it.
- Part of the training/review needs to include where all the exits are (and secure hiding places) - not just the ones closest to one's immediate work area.
- Be sure you don't have "Timed exits" (doors that remain locked for a period of time when the panic bar is pushed).





# RUN – HIDE – FIGHT (CONTINUED)

When you are in the vicinity of an Active Assailant event:

RUN – HIDE – FIGHT

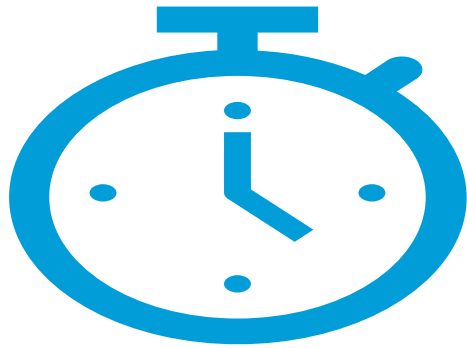
Two other types of actions you must plan for\*:

- Shelter in place
- Evacuate – (Leave and Lock)

\*Based on what you are told to do by authorities.



# DIVIDE YOUR RESPONSE TASKS



## Immediate:

“your” first  
minutes or hours



## Ongoing:

Then what? What’s  
next?



## Post:

Next operational  
period; Next few  
days/week

# EXAMPLE TO DISCUSS

Initial Response	Your ability to respond, communicate and support your location is crucial to properly support your employees, clients, and city. This playbook is a compilation of tasks that need to be addressed based on three phases.	
	Starting Task	<b>Example:</b> Communication made to Leadership and Asset Protection  How will it be done? Who will be contacted? Who will make the contacts?
	Steps	<ol style="list-style-type: none"><li>1. Phone Calls must be made to Leadership, Legal, and Asset Protection.<ul style="list-style-type: none"><li>• Initial communication should not be emailed or text</li><li>• All email communications should be identified as Attorney Client Privileged and must include Legal</li></ul></li></ol>

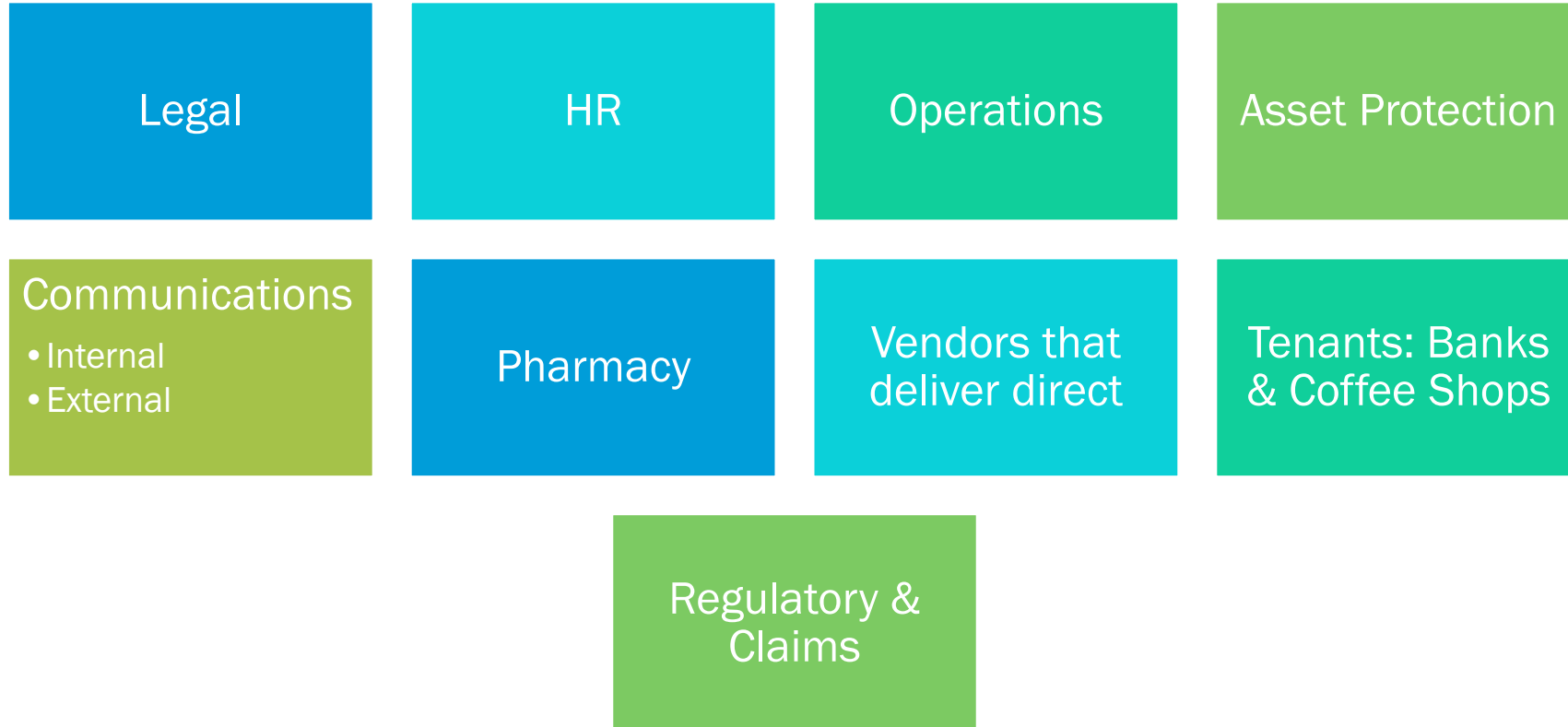
# EACH WORK GROUP

Work Group Name	1. Most Urgent - First	Divide Tasks, make lists, checkpoints, etc.
	2. Next Steps	What's Next?
	3. Later	This could cover an entire event or a “by day”





# GROUPS TO CONSIDER INVOLVING



# PRE-EVENT

- Do you have an Active Assailant Plan?
- Have you established liaison and coordination with local first responders?
- Have you implemented active assailant preparedness and response training?
- Is your event playbook ready?



# POST-INCIDENT

- Crisis communications plan to respond during the emergency and the days that follow in place?
- Are you prepared to manage responses to victims, families, media, community, and government officials?
- Do you have a list of stakeholders that need to be notified?
- Are you prepared to provide EAP counseling
- Is there a plan to resume normal business ops?



# GOALS

- Safe
- Accounted for
- Reunited with their families/friends
- Retrieve their personal possessions
- Proper medical and mental health care, if required
- Re-Open for Business





# EAP/CID OBSERVATIONS



- Who are you going to call?
- Even if you have a number, what do you need?
- Type of help needed
  - Virtual
  - In-person
  - Group
  - One on One
  - Internal vs External events
- When is help needed
  - Initial need
  - During witness interviews
  - Employee walk-thru prior to re-open
  - Day of re-open
  - On-going

# Q&A



## **PSPR2**

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**SEMINARS FOR RESILIENCE**

Please use the Q&A chat in the top right-hand corner.

# NEXT SESSION – REGISTER NOW



REGISTER NOW

## PSPR2: Setting Up Crisis Communications for Media Response

- May 18th, 0900 Pacific/1200 Eastern
- Registration Page:

<https://www.eventbrite.com/cc/pspr2-seminar-series-1751269>

- Email requests, questions, or comments to [training@ghinternational.com](mailto:training@ghinternational.com)



# THANK YOU FOR ATTENDING!

We look forward to seeing you at a future session.



**PSPR2**

SEMINARS FOR RESILIENCE



**American  
Red Cross**



Homeland Security  
and Emergency Services

