

Preston Cook, IEM and Retired Hillsborough County Emergency Management Director

<https://www.youtube.com/watch?v=bUHw-1vNPgo&feature=youtu.be>

Initial Responding Agencies

- **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: To provide operational coordination and support for the following:**
 - OPD Command Post and On-scene Operations
 - Establish the Emergency Information Center (EIC)/Help Line
 - Family Reunification Center
 - Family Assistance Center
 - Dignitary Visits, Funerals, Memorial Services, and Vigils
 - Orlando United Assistance Center
 - OneOrlando Fund



Emergency Management Team

- **City of Orlando:**

- ESF-1 Transportation
- ESF-2 Technology Management
- ESF-3 Public Works
- ESF-4 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 OEM
- Seminole County OEM
- Osceola County OEM
- Lake County OEM
- Hillsborough County OEM
- State of Florida Division of Emergency Management
- LYNX
- Federal Bureau of Investigation
- Department of Justice
- Department of Veteran Affairs
- Department of Homeland Security
- Office of Foreign Mission
- British Consulate



Emergency Information Center (EIC)

- **Activated to a Level 1 (June 12, 2016 – June 22, 2016)**
- **Mission:**
 - Provide information to family and friends of victims.
 - Serve as the Victim Information Center for Florida Emergency Mortuary Response System (FEMORS).
- **Staffed by Community Service Officers, city staff and city volunteers, and American Red Cross**
- **Started with a phone bank of 12 phones**
 - Expanded to 23 phones
 - Received over 6800 calls



Social Media/Website/Media

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

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



Social Media/Website/Media

- **Communications team coordinated:**
 - 17 press releases
 - 12 “City News” post
 - 11 Mayor updates
 - 80 unique graphics for social media
 - 6.5 hours of video
 - 14 videos
 - 5,316 photos



Initial Family Notification Center

- **Beardall Senior Center
(June 12, 2016 – June 14, 2016)**
- **Mission: Support the notification of next of kin and victim identification operations**
 - FBI Crisis Team
 - FEMORS
 - FDLE
- **Services provided:**
 - Counseling/spiritual care
 - Crime victim services
 - Feeding operations
 - Child and family services



Family Assistance Center

- **Camping World Stadium
(June 15, 2016- June 22,
2016)**
- **Mission: 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
 - Identification Documents
 - Legal Aid
 - Medical Examiner



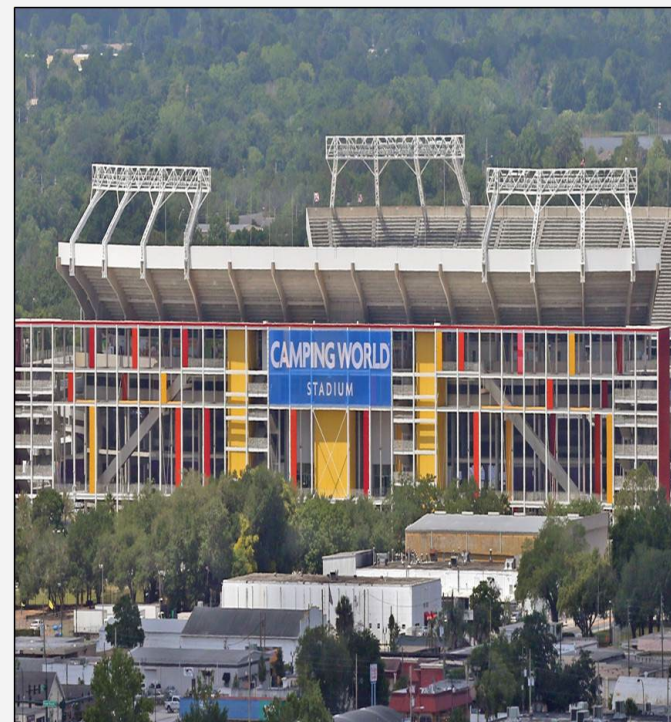
Agencies Represented at the FAC

- 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
- OC Human Services
- Orlando Utility Commission
- Osceola County
- Pet Alliance
- Salvation Army
- Social Security Administration
- Southwest Airlines
- Therapy Dogs International
- Tax Collector
- United Airlines
- U.S. Veteran Affairs
- Zebra Coalition



Family Assistance Center

- **Camping World Stadium provided:**
 - 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: JFSOC & Personal Items/Effects
- **Served over 900 individuals and 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
 - Served 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



Political Leader and Dignitary Visits

- **President Barack Obama**
- **Vice President Joe Biden**
- **City Mayor Buddy Dyer**
- **County Mayor Teresa Jacobs**
- **Florida Governor Rick Scott**
- **Senators Bill Nelson and Marco Rubio**
- **Congresswoman Corrine Brown and
Congressmen Alan Grayson and John
Mica**
- **Florida Attorney General Pam Bondi**
- **U.S. Attorney General Loretta Lynch**
- **FBI Director James Comey**
- **Former Secretary of State Hillary
Clinton**



Dr. Phillips Lawn Memorial Site



Memorial Services and Vigils



Local Business Implications

- The scene and surrounding area streets were closed during the investigation
- 45 Businesses Closed (est. loss \$500-\$150,000)
- 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/training**
- **Social media/website**
- **IT support in all locations**
- **Developed a FAC Plan**
- **Enhanced donation management process**
- **Technology to support EOC/JIC**
- **EOC technology**
- **Expanded language translation services to the EIC**
- **Support of operation VIPR**



Pre-Incident Training

- **MCI training with Orlando Police, Orange County Sheriffs Office, and FBI**
- **Training with local schools: St. James School (OPD/OFD/OCSO/OCFRD)**
- **Edgewater High School Active Shooter incident**
- **Active Shooter/EOD exercise with local area SWAT teams coordinated by FBI at The Mall at Millenia**
- **Annual Tabletop Exercise on Civil Disobedience**
- **Engagement of Community Leaders and One Message**
- **Conducted a Down Aircraft Full Scale Exercise**
- **NTSB Model for Family Assistance Center**
- **University of Central Florida Full Scale Exercise**
- **Valencia College, West Campus Full Scale Exercise**



Critical Decision Making

- **Establish Unified Command**
 - Unity of mission
 - Establishing mission priorities
- **Prior relationships and trust**
 - Partner agencies
 - Leadership (agencies and jurisdictions)
- **Establish joint public information**
 - Unity of message



Allocating Regional Resources

- **Identify regional resources and capabilities**
- **Identify critical partners**
 - Local, state, and federal
- **Conduct regional training**



Magnitude of Resources

- **Total of 27 Public Safety Agencies (City/County, State, and Federal) had responded by 6:00 A.M. to assist in the response**
- **The large number of law enforcement agencies dedicated to the incident response impeded the ability to respond to other calls in the City or County for a short time**
- **Assistance requested from a such a large number of agencies (public, private, and non-profit) created a major coordination challenge to the EOC and local jurisdiction**

