FLL Active Shooter Incident:
“Yes, it can happen to you...
“Plan as though it is a matter of when, not if ...”
Primary Event

- At 12:54, Estaban Santiago opens fire in Terminal 2 Baggage claim after loading his weapon in the restroom.
- Five people were shot at point blank range and died at the scene.
- Six people were critically or seriously wounded.
- The Broward Sheriff’s Office apprehended Santiago in approximately 85 seconds.
- Passengers and employees in Terminal 2 self-evacuated or hid in concessions, closets and airline offices.
- Airport EOC was activated in 11 minutes.
The First 90 Minutes

• Large LEO response, area secured, investigation begins
• Incident believed to be isolated to Terminal 2
• All traffic to Terminal 2 ceased
• Arrival roadway closed
• Media response was significant
• FBI responded to the scene. Operations in Terminal 2 (except baggage claim) were expected to be restored at 2:30 PM
Secondary Event

• Time 2:24 PM
• Reports of shots fired Terminal 3
• Additional reports of shots fired in Terminal 4, Palm Garage, Rental Car Center, Terminal 1 and on the AOA
• Approximately 12,000 people self-evacuated based on “word-of-mouth”. The terminals emptied onto the airfield and airport roadways in approximately 3 minutes (RUN)
• Hundreds sheltered in place in airline offices, concession storage, concession refrigerators, janitorial closets (HIDE)
• Passengers acquired kitchen utensils and fire extinguishers to defend themselves (FIGHT)
Secondary Event (continued)

• FLL was immediately closed
• Airport on lockdown (including responders in the Airport EOC)
• Estimated 2600 law enforcement officers responded
• 24 air carrier aircraft held on the Airfield
• County EOC Activated
• Local, State, National elected officials took interest
• Several hundred media from as far away as China responded
From 2:24 to 7:00PM

- Airport on full lockdown
- Law Enforcement declared the airport a hot zone
- All remaining employees and passengers remained in place
- Law enforcement cleared every room in terminals, rental car center and garages
- EOC developed plans for the safe removal of passengers from the airport
- Attempted plans to remove passengers from 24 aircraft
- Holding aircraft began to run low on fuel, ran out of water
- Began receiving medical calls for passengers on aircraft (false calls were made to get off planes)
2:24 to 7:00 PM (continued)

• Communicated with ATC to get messages to passengers
• ATC Landlines failed
• Cell phone and internet service was sporadic
• First press conference held at 3:20 PM
• Communicated with passengers sheltering in place via PA
• Communicated with passenger on Airfield via vehicle PA
7:00PM

• Airport was deemed safe by law enforcement
• Press coverage was intense
• Plan to evacuate passengers implemented
• LEO and airport Ops staff escorted passengers to the curbside through building to avoid theft of personal belongings left behind
• Airport maintenance began cataloguing of personal effects
• Passenger transport to Port Everglades Terminal began
• Airport EOC and County EOC coordinated activities throughout the night
Airport Evacuation

• Over 70 buses used to Transport Passengers to Port Everglades
• 4 Hour Operation
• 2.5 hours in traffic
Personal Effects Recovery

• Focus on readily identifiable items
• Broward County set up a call center
• Over 10,000 calls taken/Intake form
• Delivering luggage locally to cruise passengers
• Access to Medication/Passports/ID
• By January 13th only 1,000 items remained
Facility Restoration

- Complete refurbishment of baggage claim
- Biohazard cleanup (ceiling, floors, luggage carts, bag belts, etc)
- Bullet holes found/repaiRed
- Replaced all carpet and ceiling panels in Terminal 2 Bag claim
- Painted all walls and ceiling grid
- The goal was to erase any physical reminders of the incident.
The Media

Use mainstream media and all social media tools to get your message out and to share information
Airport – General Recovery

• FLL opened for employees at 4:00 A.M. on January 7
• FLL opened for business at 5:00 A.M. on January 7
Community Support

- FLL received an amazing level of support, prayers and offers of assistance from individuals, businesses, large and small
Airport Memorial Service

• FLL held a non-denomination memorial service for employees on 1/13 at 12:54, exactly one week later, in the completely refinished Terminal 2 Baggage claim
• Over 300 employees attended
Key Considerations

• Plan as though an event is around the corner
  • Planning must be accompanied by exercises and even then accept you can’t anticipate everything
  • Law Enforcement (Unified Command Structure), Media and Information Dissemination, Elected Official and Public Interest
  • Do not underestimate the desire of some to profit from the tragedy

• Know your laws (federal, state and local)

• Business resumption – Return to Normalcy (Top Priority)

• Employees matter – Do not underestimate post traumatic stress

• Capture lessons learned while they are fresh

Note: FLL’s After Action Report (Ross & Baruzzini) was released on August 15, 2017 and is now available on our website at www.fll.net