

Improving *the* Nation's Health *through* Public *and* Private Partnerships



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Vegas Stronger: One Year After the Oct 1 Mass Shooting

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Southern Nevada Health District

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Background and Incident Overview

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General Information

- Clark County, NV is 8,000 square miles in size, about the same area as the state of New Jersey.
- Clark County is surrounded by 3 state lines (CA, UT, AZ).
- The famous Las Vegas Strip is 4.2 miles and not in the City of Las Vegas.
- The Southern Nevada Health District is a special district that covers Clark County and all of the incorporated cities within Clark County (Las Vegas, North Las Vegas, Henderson, Boulder City, Mesquite, and Laughlin)

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Tourism is Nevada's Economic Engine

- Clark County's visitor volume is approximately 46 million people annually.
- There are more hotel rooms on the corner of Las Vegas Blvd. and Tropicana Ave. than the entire city of San Francisco.
- New Year's Eve in Las Vegas is second only in visitor volume to Time's Square in New York City.



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Tourism is Nevada's Economic Engine

- Tourists from all over the world spend \$60 billion annually to have the "Las Vegas Experience".
- Las Vegas has become as well known for our outdoor events (music festivals, marathons, theater) and parks (Red Rock, Mount Charleston) as it has been for gaming and nightlife.
- Las Vegas is now becoming known for our professional sports teams: the Las Vegas Golden Knights hockey team and soon, the Las Vegas Raiders.



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October 1, 2017 – The Route 91 Harvest Festival

- Over 22,000 attendees with up to 2,000 vendors and employees
 - Only ~2,000 attendees were local
- The venue is a 17.5 acre open-air site
- High attendee ratio of off-duty police, firefighters, doctors, nurses, and veterans
- Already on-site due to the size of the event:
 - Las Vegas Metropolitan Police Department – 50 personnel with a command post established.
 - Community Ambulance – 16 personnel (ALS & ILS), 3 ambulances
 - Clark County Fire Prevention – 1 Inspector

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October 1, 2017 – The Route 91 Harvest Festival

- A shooter broke out two windows from a suite on the 32nd floor of the Mandalay Bay Hotel and began shooting more than 1,100 rounds into the crowd below.
- From approximately 2205 to 2216 hours, the shooter left 58 dead with over 850 injured before killing himself.
- As a result, countless people lost family members (including 87 children who lost parents), friends and co-workers, and more than one community devastated.
- Only 10% of attendees were local, 90% were from other states, 6 countries. 60% were from California



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OR

Initial Response

- Police/Fire/MGM Security/Coroner
- The County Office of Emergency Management activated the Multi-Agency Coordination Center and followed their notification procedures.
- Medical Surge Coordination
 - Emergency Support Function 8 - Public Health and Medical Services
 - Medical Surge Area Command
- Immediately began planning for recovery
 - Family reunification
 - Family Assistance Center

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Key Sites

- The festival venue was right next to the airport, which the shooter tried to take advantage of by shooting at fuel tanks on the airport property.
- As people were fleeing the site, there were multiple calls of multiple shooters.
- Many survivors ended up at the Thomas and Mack arena on UNLV campus
- The Family Reunification and Assistance Center was established at the Convention Center.



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Medical Surge and Public Health

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Hospital Casualties and Fatalities Summary

- The three closest hospitals received the majority of the patients
- Sunrise Hospital (Level II Trauma Center)
 - 212 patients (64 admits; 58 surgeries; 10 DOA)
- University Medical Center (the only Level I Trauma Center)
 - 193 patients (60 admits; 20 surgeries; 3 DOA)
- Desert Springs Hospital (Non-Trauma)
 - 93 patients; 20 admits; 14 surgeries; 4 DOA; 18 trauma transfers

ANYONE WHO MADE IT IN A HOSPITAL SURVIVED

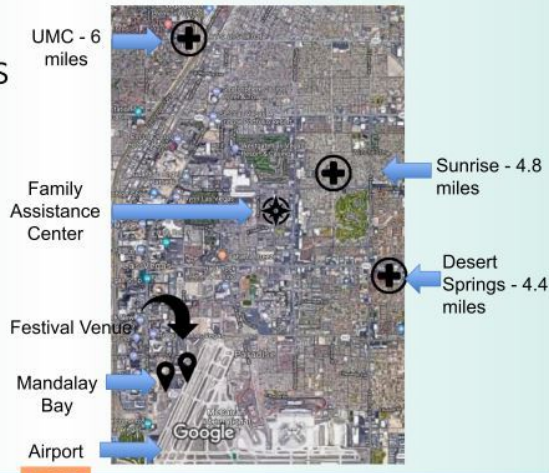
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Hospital Locations

- There are 18 total hospitals in the Las Vegas Valley.
- The “Plan” for an MCI is to triage patients on site and EMS to take them to the appropriate hospital based on available beds.
- Survivors and Good Samaritans were self-transporting to the nearest hospital.
- Challenge: decompressing these three emergency departments.



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Medical Surge Area Command

- Unique to Southern Nevada
- Mobile Support Unit to Emergency Management
- Falls under Emergency Support Function – 8 Health and Medical
- Staffed by hospital representatives
- The purpose is to be the liaison between their individual hospitals and the Multi-Agency Coordination Center to coordinate resources valley-wide.
- During the response, they were tasked with patient tracking (not in the plan!)

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Medical Surge Challenges

- The self-transport of patients to the hospitals.
 - Caused high volumes of patients going to three hospitals instead of being spread out throughout the Valley.
 - Potential for spread of blood-borne pathogens to Good Samaritans who were trying to assist the victims.
 - How should vehicles be cleaned in an environmentally safe manner?
- In the chaos, people dropped cell phones, wallets, etc.
 - Music festival issued wrist bands with RFID codes that were loaded with credit card and other personal information so many people did not have ID on their person. We were not able to obtain that information.
- Hospitals ran out of anonymous names and some were given the same name as someone else.
- Patients who were more mobile would check-in to one hospital, leave before they were seen, and go to another hospital.
- Tracking individual patients was a monumental undertaking.

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Victim and Family Reunification and Assistance

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Victim and Family Reunification

- October 1 – Organic reunification at UNLV Thomas and Mack Arena
- October 2, 4:00 am, a family reunification location was announced at the Las Vegas Metropolitan Police Department Headquarters
- October 2, 6:00 am, Clark County Coroner, Clark County Emergency Manager, and the Sheriff agreed that a different location was needed and should be managed by the Coroner and Emergency Management due to the alignment with their responsibilities for notification, reunification, and assistance.
- October 2, 8:00 am, the Las Vegas Convention Center was opened, and staff began laying out the footprint of the Family Assistance Center (FAC)
- October 2, 9:00 am, the FAC began seeing the first families
- October 2, 1:30 pm, the FAC was officially opened to the public.

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Family Assistance Center

- Timing was everything
 - Needed a very large space in a very short time frame that could provide the appropriate amenities.
 - An event at the Convention Center had canceled and we were able to take over that space.
- Existing partnerships were key
 - The Convention Center is an active participant in training and exercises and a member of the Local Emergency Planning Committee (LEPC)
- A Unified Command structure was set up immediately, specifically for the FAC.

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Family Assistance Center Key Functions

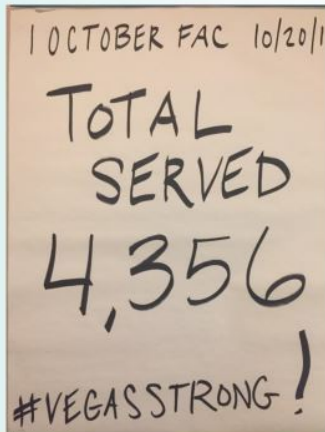
- Air and ground transportation
- Onsite childcare
- Lodging
- Crime victims benefits and compensation
- Legal aide
- Identification services
- Counseling and spiritual care
- Personal effects return
- Donation management
- Call center



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Planning Considerations

- Political Officials and Dignitaries positives and negatives.
- Time of year, special holidays that may need to be observed or acknowledged in a sensitive way.
- Value of Facility Dogs
- Donations Management
 - Food/Water
 - Clothing
 - Monetary
- Spontaneous Volunteers

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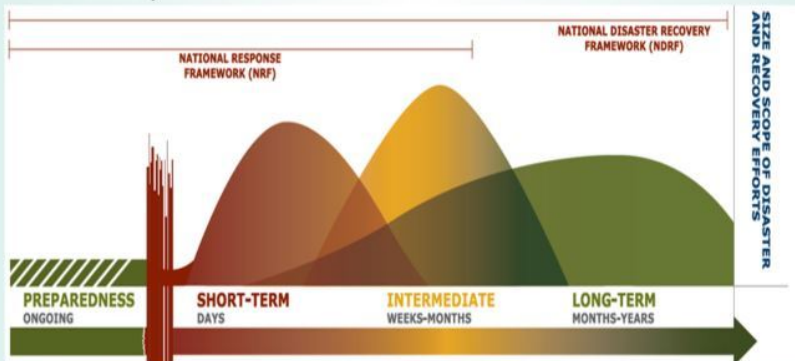
Recovery and Resilience

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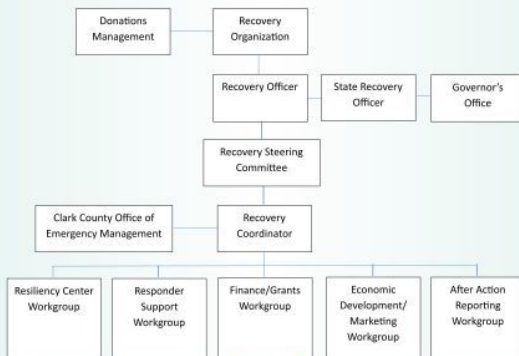
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Recovery Process



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Recovery Framework



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Short-Term Recovery (Victims and Families)

- Medical Treatment
- Victim Assistance/Shelter
- Family Notification
- Family Reunification
- Survivor Services
- Funeral Arrangements
- Economic Recovery/Tourism
- Resiliency Center

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Transition from FAC to VSRC

- The Family Assistance Center at the Convention Center closed on 10/20/2017
 - The Vegas Strong Resiliency Center opened for services on 10/23/2017
- Building location and renovation occurred in 10 days.

Intermediate Recovery

- Established database/case management system
- Establish Virtual Resiliency Center
- Continued resources & support services for first responders
- Maximized non-profit coordination
- Marketing and outreach to victims
- PSAs, Golden Knights Event, Boston Marathon, ACM Awards, Grammy's
- Proactive outreach to all those impacted

How was all of this funded?

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Antiterrorism & Emergency Assistance Program (AEAP) Grant

- Office for Victims of Crime – Family and Victim Assistance
 - DOJ grant awarded 11/30/18 - \$16.7 million
- Funding is now available for direct services and needs related to recovery:
 - Behavioral and mental health
 - Victim and family expenses not already covered
 - Vegas Strong Resiliency Services (counseling, legal aid, etc.)
 - Support for Law Enforcement, First Responders, Vendors, Witnesses, and others who assisted with the response
 - Supplement/reimburse the Nevada Victims of Crime Program for related payments
 - Victim advocacy, outreach, & education

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Long-Term Recovery: 1 Year Later and Beyond

- The one year anniversary marked the transition to Long-Term Recovery, and the community shifted its mindset from “Vegas Strong” to “Vegas Stronger”.
- The Recovery Organization is making significant progress on Framework Goals through a “Whole Community Approach”
 - Recovery Framework is in the NACCHO Toolbox
- Work Groups have achieved significant accomplishments, overcome challenges, and established measurements of success.
- The VSRC website is an effective tool for providing services and outreach (VegasStrongrc.org)
- Hired positions to support recovery efforts
- Ongoing follow up and assistance and outreach for at least the next 2 years
- Expected increase service needs w/anniversaries, etc.

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Vegas Strong Resiliency Center

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Vegas Strong Resiliency Center

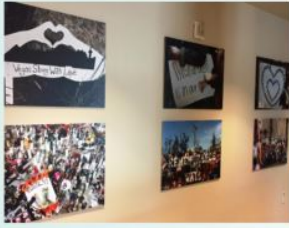
- Centralized resource and referral hub for anyone who was affected by the 1 October event
 - Victims/Survivors/Families
 - Bystanders/taxis/Uber/Lyft who assisted victims
 - Vendors/hotel workers
 - Responders
- Established for 3-year period
- Not open to the media or general public



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Vegas Strong Resiliency Center

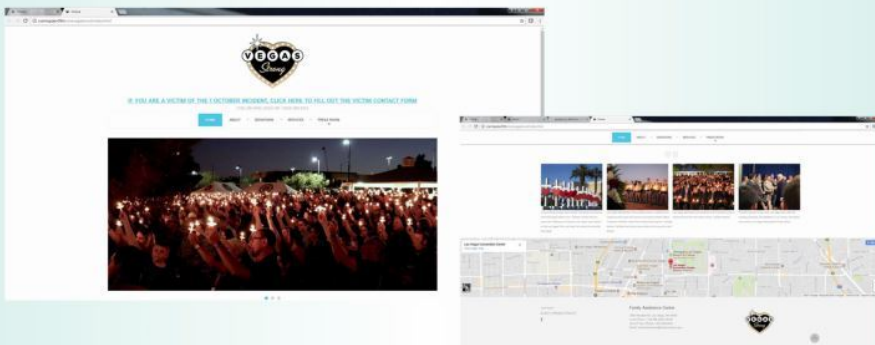
- Assistance to First Responders
 - Traditional and alternative approaches to meet unique needs
- Counseling and spiritual care referrals
- Victim advocacy and support
- Help survivors access resources to help build strength and resiliency
 - Legal assistance
 - Technical assistance to online resources
 - Financial assistance

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Virtual Services



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First Responder Services



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Who is Accessing Services?

Country	
United States	2846
Canada	140
United Kingdom	15
New Zealand	2
Germany	1
Switzerland	1
Unknown	1
Grand Total	3006

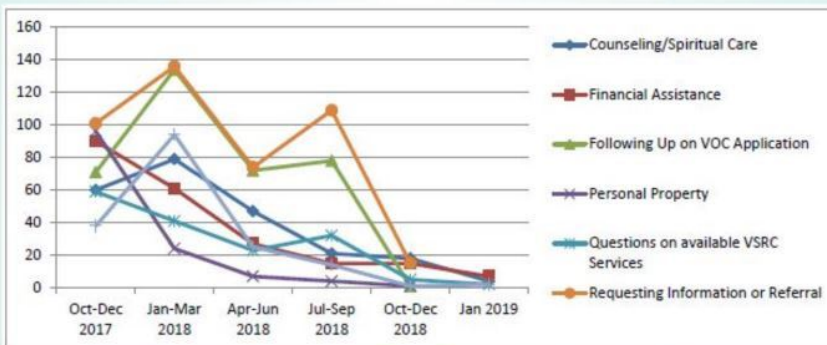
Canada	
British Columbia	56
Alberta	37
Ontario	13
Newfoundland	8
Manitoba	8
Saskatchewan	7
Nova Scotia	7
Quebec	2
Northwest Territories	1
Unknown	1
Grand Total	140

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What Services Are Being Requested?



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Community-Wide Accomplishments

- Completion of Complex Coordinated Terrorist Attack training in March of 2018
- Completion of law enforcement investigations and agency AAR's
- Significant increase in Community Emergency Response Team (CERT) training
- "Stop the Bleed" training coordinated through FEMA, hospitals, schools, and other community partners
- EM, first responder, and support personnel training and wellness workshops
- Community events, vigils, concerts, and other commemorations of the event and celebrations of life (1 year anniversary and beyond)
- Media coverage has been mostly positive, but has also helped highlight areas for improvement.
- The LVMPD Police Employee Assistance Program (PEAP) was nationally recognized as a model for law enforcement mental health.

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REMEMBRANCE ACTIVITIES

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Moving Forward

- Transfer of VSRC oversight to Legal Aid Center of Southern Nevada:
 - Day-to-day operations through May 2021
 - Administration and client support
 - Victim advocacy and support
 - Legal consultations for civil matters (e.g. debt collection, foreclosure, insurance claims, and family law)
 - Counseling referrals
 - Route 91 Strong survivor-created non-profit has dissolved and VSRC has incorporated their financial services so there is not a gap in assistance

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Pay it Forward: 2018 Boston Marathon





After Action

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After Action Review- Strengths

- Preparation – Exercises/Real Events
 - FAC Exercise in 2009
 - Hospital exercises
- First Class Family Assistance Center
- Established Unified Command
- Agency Coordination
- Recovery Framework
- Responder Support
- Asked for and accepted help
- Business/Community Support

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After Action Review – Areas for Improvement

- | | |
|--|--|
| <ul style="list-style-type: none">• Expand call center capacity• Ensure staffing for multiple periods of operation• Use EMS capability to decompress hospital surge• Improve patient tracking capability<ul style="list-style-type: none">• Early tracking or notifications to families• Media reports• Contact for proper services | <ul style="list-style-type: none">• Increase staffing/training for Joint Information Center• Ensure early, consistent messaging• Expand use of social media to promote FAC services• Prebuild call center and web presence• Pre-identify resiliency center |
|--|--|

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What's Next?

- Implementing Lessons Learned and Best Practices and making improvements:
 - Multi-agency coordination
 - Mass Casualty/Mass Fatality
 - Family Assistance Center
 - Resiliency Center
- Ongoing recovery and resilience efforts through the VSRC
- Ongoing sharing of Lessons Learned and Best Practices
 - Outreach to communities where there have been mass shootings since October 1, 2017.
- Passage and implementation of enabling legislation (e.g. access/credentialing for first responders, submittal requirements for crisis/emergency plans for hotels).

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Nevada Resilience Advisory Committee

- Nevada Statewide Resilience Strategy
 - In addition to the October 1 tragedy, Nevada endured a number of emergencies, including wild fires and floods.
 - Developed to embrace the new paradigm of resilience to align statewide homeland security and emergency management efforts.
- Established by Executive Order on March 12, 2018
- Voted into Nevada Revised Statute this legislative session
- Multi-jurisdictional and multi-discipline body – “Whole community” approach

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Statewide Resilience Strategy

- Resilience defined: Proactive, flexible, and unified leadership throughout all four phases of emergency management that allows for Nevada communities to adapt to and grow back stronger from disasters
- State Resilience Goal: Nevada will increase resilience across the whole community by focusing on collaboration in policy development, building operational capacity, and maximizing financial resources through all four phases of the emergency management cycle.
 - Obj. 1: Develop comprehensive policies for all levels of government in order to improve resilience across disciplines and hazards.
 - Obj. 2: Improve preparedness for response and recover operations through a unified, statewide planning, training, and exercise effort, in order to improve resilience before, during, and after actual events.
 - Obj. 3: Distribute limited financial resources from various sources with maximum efficiency, predictability, and accountability, in order to best focus on improving statewide resilience.

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Vegas Stronger

- https://www.youtube.com/watch?time_continue=2&v=RYpsJ5kWJtc

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Resources

- www.ready.gov
- www.see-something-say-something
- www.clarkcountynv.gov
- www.vegasstrongrc.org
- <http://redrock.clarkcountynv.gov/LVResponders/>
- www.hsd.org (FEMA/Police/Fire AAR, August 2018)
- https://www.lvmpd.com/en-us/Documents/1_October_FIT_Report_01-18-2018_Footnoted.pdf
- https://www.lvmpd.com/en-us/Documents/1-October-FIT:Criminal-Investigative-Report-FINAL_090318.pdf
- <http://www.astho.org/ASTHOREports/Public-Health-Medical-Preparedness-Response-Activities-at-2017-Route91-Harvest-Music-Festival/12-21-18/>

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Questions?

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