

Scott  
Emerson



Kansas Emergency Management  
Association Conference

September 12, 2019

Invitation –  
A Journey  
Of  
Intellectual  
Curiosity



# Before We Begin



# Before We Begin



Pick  
1-10



x9



# Add Digits



-5





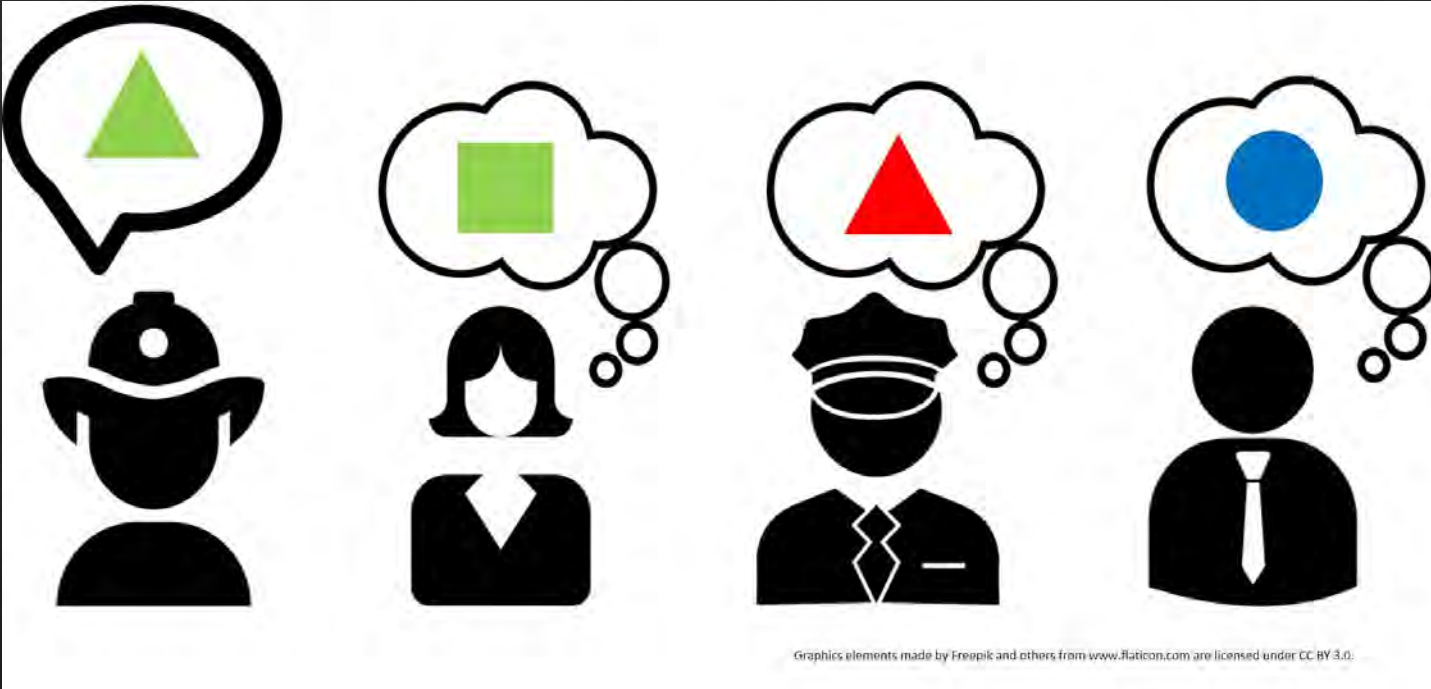
A = 1

B = 2

C = 3...



# Before We Begin



# Before We Begin





# Before We Begin



# Before We Begin

## Conscious mind 10%

- Will power
- Long term memory
- Logical thinking
- Critical thinking

## Subconscious mind 90%

- Beliefs
- Emotions
- Habits
- Values
- Protective reactions
- Long term memory
- Imagination
- Intuition





# Before We Begin





Before We Begin



# Predictable Outcomes



**Seriously...**

**an orange  
kangaroo in  
Denmark?**



# Our Story



# #VegasStrong

*Mr. Vice President, we are a people who created a metropolis in the desert. Do not underestimate our resolve.*

- Scott Emerson  
American Red Cross  
October 7, 2017





# The Concert

20,000+ In Attendance – 2,000 Vendors / Employees



# The Location



# The Location



*Photo from LVMPD.*



# Inside the Venue

- 22,000 concert goers; 2,000 vendors and employees; 17.5 acre open-air site
- Unusually large numbers of Off Duty Cops, Firefighters, Doctors, Nurses and Veterans in attendance (Atypical audience)
- Metro Police Dept (ICP, Inner/Outer Perimeter)
  - 50 Personnel With Command Post
- Community Ambulance
  - 16 Personnel (ALS & ILS), 3 Ambulances
- Fire Prevention



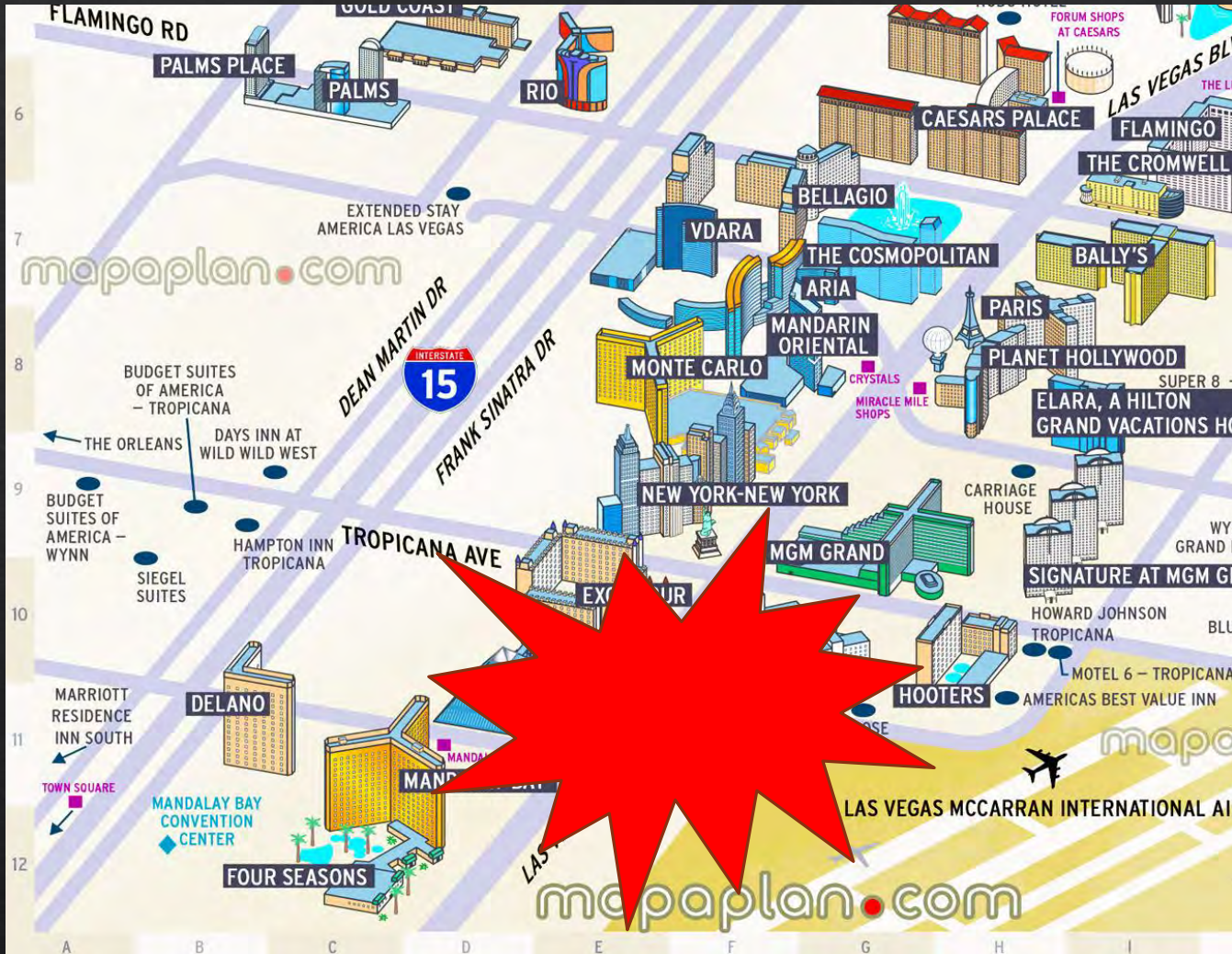


# Shots Fired

9 Minutes of Hell



# Initial Confusion and Chaos





# Initial Response

## *Fire Alarm Office (911)*

- 4 Dispatchers Working On Console When Incident Began
- 10 Communication Specialists / 1 Senior Communications Specialist
- 8 Radio Channels (Command / Operations)
- 786 Incoming And Outgoing Calls Placed
- 60 – 70 incident related calls holding at any given time



# Initial Response

## *Fire / Suppression*

- 15 Engine companies
- 3 Truck companies
- 26 Rescues / 1 Squad
- 7 Battalion Chiefs
- 2 EMS Supervisors
- 1 Mass Casualty Incident unit
- 1 Air Resource / Rehab unit
- 11 Chief Officers / C-Staff

161 Fire Personnel  
(valley wide)

Clark County Fire = 90  
(81 suppression  
personnel / 1 EMS Sup. /  
8 C-Staff)



# Initial Response

## *Law Enforcement*

- Multiple Agencies Responded
- Metro, NHP, NLVPD, CCSDPD, HPD, UNLVPD, FBI, ATF, BCPD etc.
- Total number forever pending but estimates 1,500

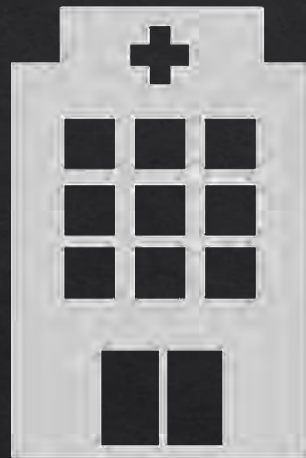


# Initial Response

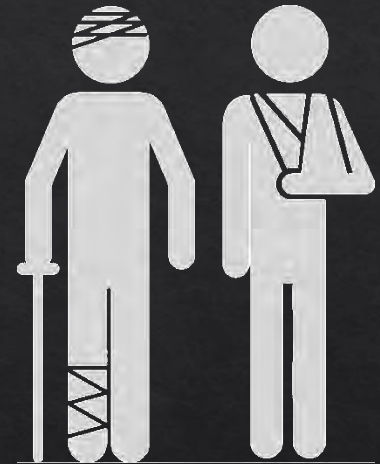
## *Injuries and Transports*



460 Victims to....  
(500 Gunshot Wounds)



....13 Hospitals



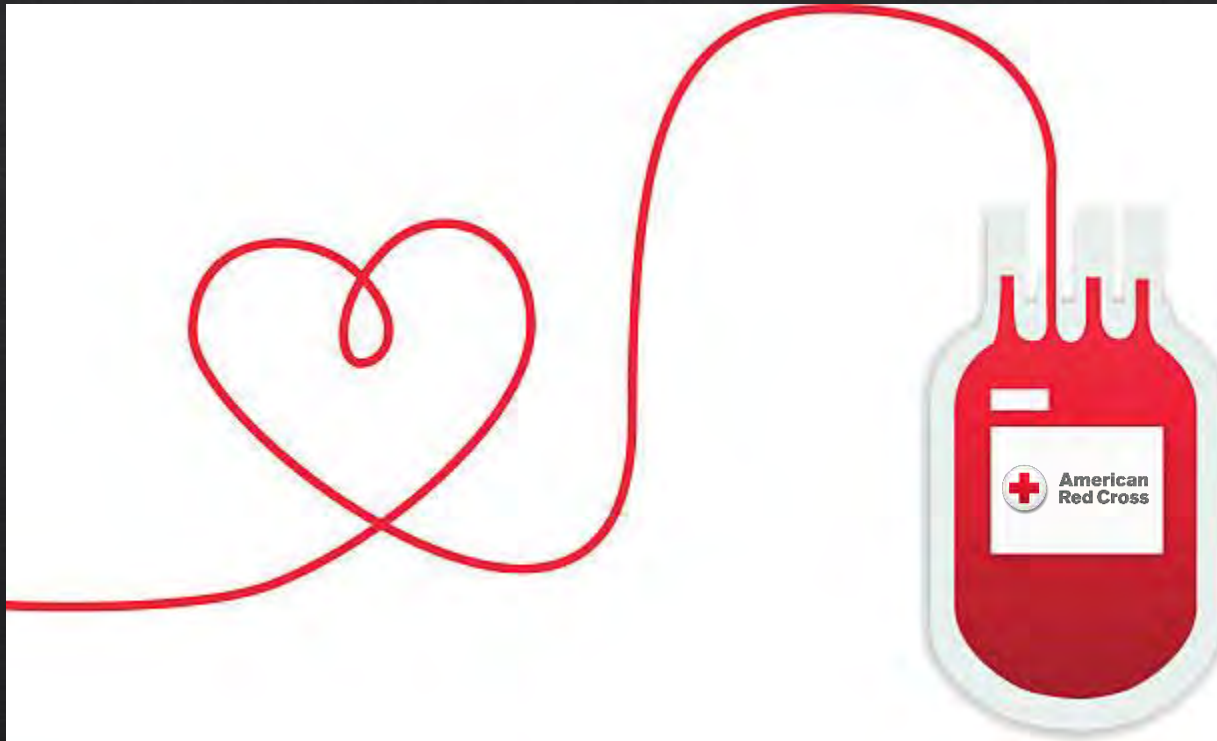
Hundreds Treated  
(4 Triage Sites On-Scene)



Over 850 Non-Fatal Injuries

# Initial Response

## *Lifesaving Blood*



**450 units supplied to all 13 hospitals.**



# Terminology

## VIC

- ◇ Collect ante-mortem data to identify deceased
- ◇ Manage victim database.
- ◇ Liaison to the victims' families.
- ◇ Coordinate release of remains.

## FAC

- ◇ Broad spectrum of support for victims and families.
- ◇ Multiple Agencies / Partners



# Initial Response

## *Victim Support*

- By 0400, a family reunification location was announced at the LVMPD HQ.
- 0600 CCFD DC/County OEM met with LVMPD and after a brief conversation it was agreed that OEM and the Coroners Office would assume command of family notification, reunification, and assistance as these were functions better aligned with OEM and Coroner than PD.
- By 0800 The LV Convention Center was open and OEM staff were already laying out the footprint of what became a highly functional and inclusive Family Assistance Center
- October 2<sup>nd</sup> 1330hrs, the FAC officially opened to the public





## Family Reunification

- ◊ Who are we reuniting?
- ◊ Why?
- ◊ Frame of Mind - Shock
- ◊ Risks



# Initial Response

## *Reunification*



# Initial Response

## *Reunification*



# Initial Response *Reunification*



# Initial Response

## *Reunification*





- 1 Valley
- 2 Sunrise
- 3 Desert Springs
- 4 San Martin
- 5 St Rose Sienna
- 6 St Rose De Lima
- 7 Centennial Hills
- 8 Spring Valley
- 9 Summerlin
- 10 Mountain View
- 11 Southern Hills
- 12 North Vista
- 13 Veterans Administration
- 14 Henderson Hospital

# Initial Response

## *Reunification - Hospitals*





# Initial Response *"Hotlines"*



# Initial Response *Length*



9 Hours and 27 minutes





# A New Dawn

Reality Sets In – Waking Up to Tragedy





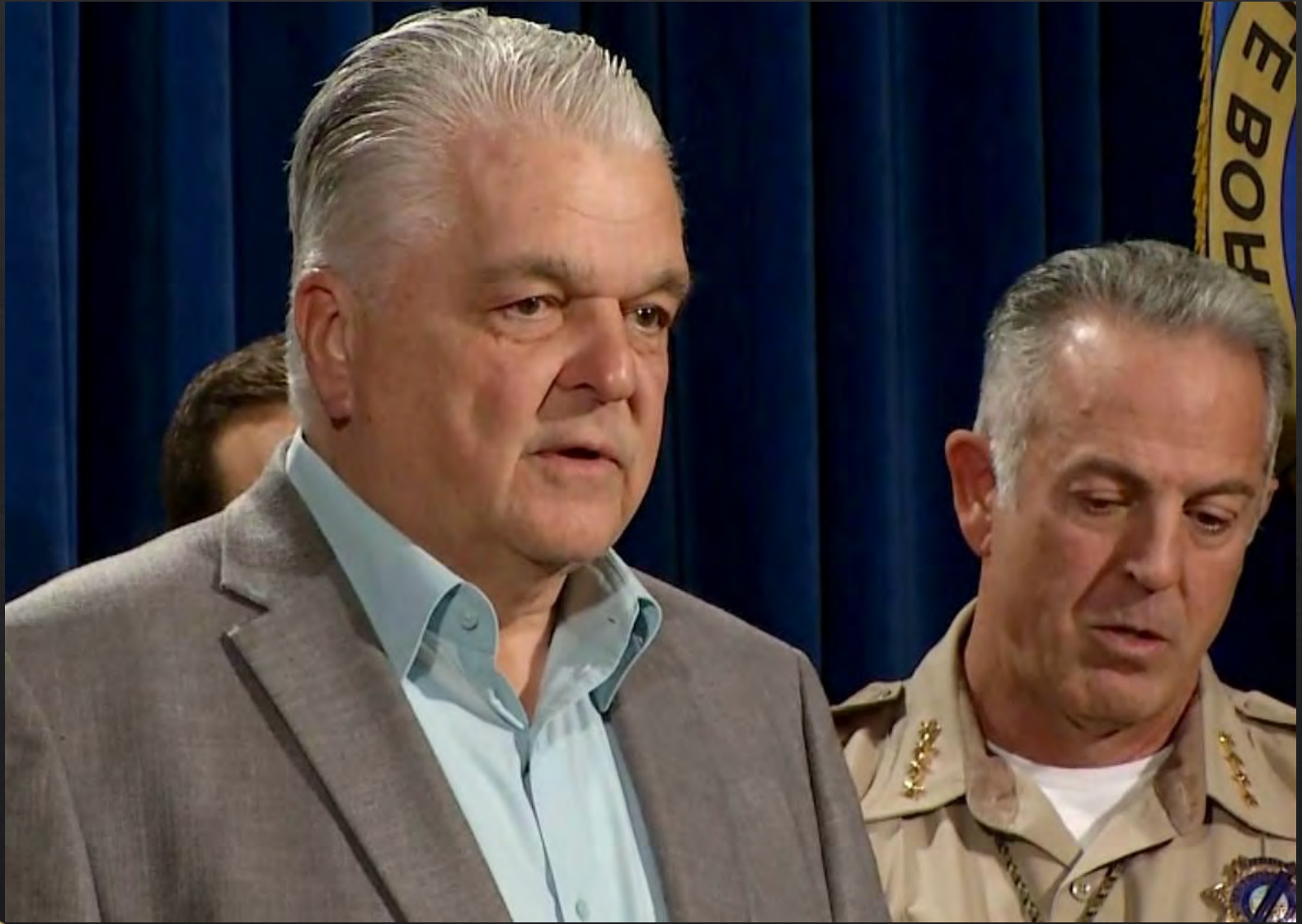


















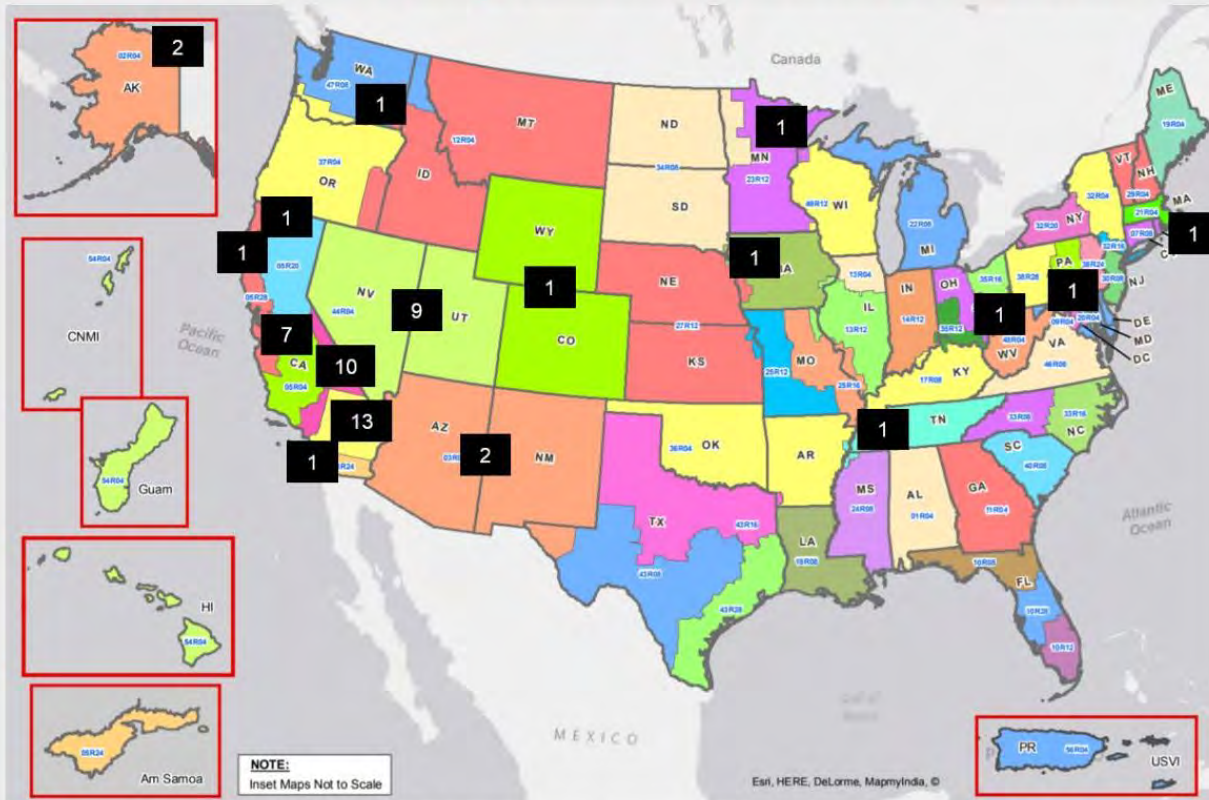


# Victim Support

A Nationwide Endeavor



## 17 Red Cross Regions with Deceased Victims



A Red Cross Doctrine Bulletin was created specifically for this response.



# Family Assistance Center

## *Partner Agencies*

- Air and ground transportation (cabs, Uber, rentals).
  - Families arriving, people leaving, people staying,
- Onsite childcare:
  - National response team coordinated through the American Red Cross (Oct. 2<sup>nd</sup>)
  - Certified child care
- Lodging
  - Las Vegas Convention & Visitors Association
  - Air BnB
- Crime Victims benefits and compensation
  - \$35,000 max. benefit for victims via DOJ funding
  - Staffed by NV Attorney General's Office and NV VOCA
- Legal Aide
  - Advice ( Legal claims, documents lost, land lord issues, workers compensation law, etc.)



# Family Assistance Center

## *Partner Agencies*

- Identification Services
  - Assistance with ID (DL, SSN, Passport)
    - Problem solving people needed here
    - AG's office had money to cover costs because DMV system couldn't waive charges
- Counseling and spiritual care
  - American Red Cross, VOAD
  - 12 Facility Dogs with handlers (trained and certified) provided via FBI Victim Services)
- Personal effects return:
  - Good public messaging
  - Map
- Donation / Volunteer Management
- Temporary Financial Assistance
  - American Red Cross

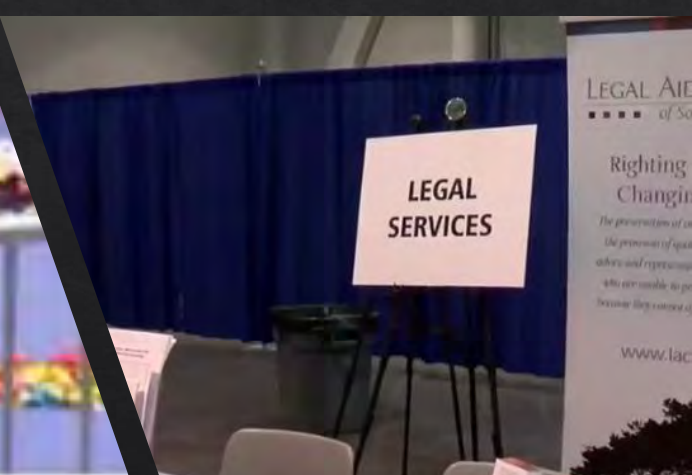


**CHILDREN'S  
AREA  
(Staffed)**

**ANCE BEING OFFERED TO FAMILIES**

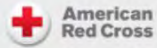


**ANCE BEING OFFERED TO FAMILIES**



**OFFERED TO FAMILIES**





## Building Community Resiliency

17



regions with deceased victims. A doctrine bulletin was created specifically for this response

975



cases opened to support individuals and families affected

1,359



individuals supported by Red Cross casework services. 80 in outreach in collaboration bilingual services



**Over \$1M In Direct Assistance Quietly Provided**





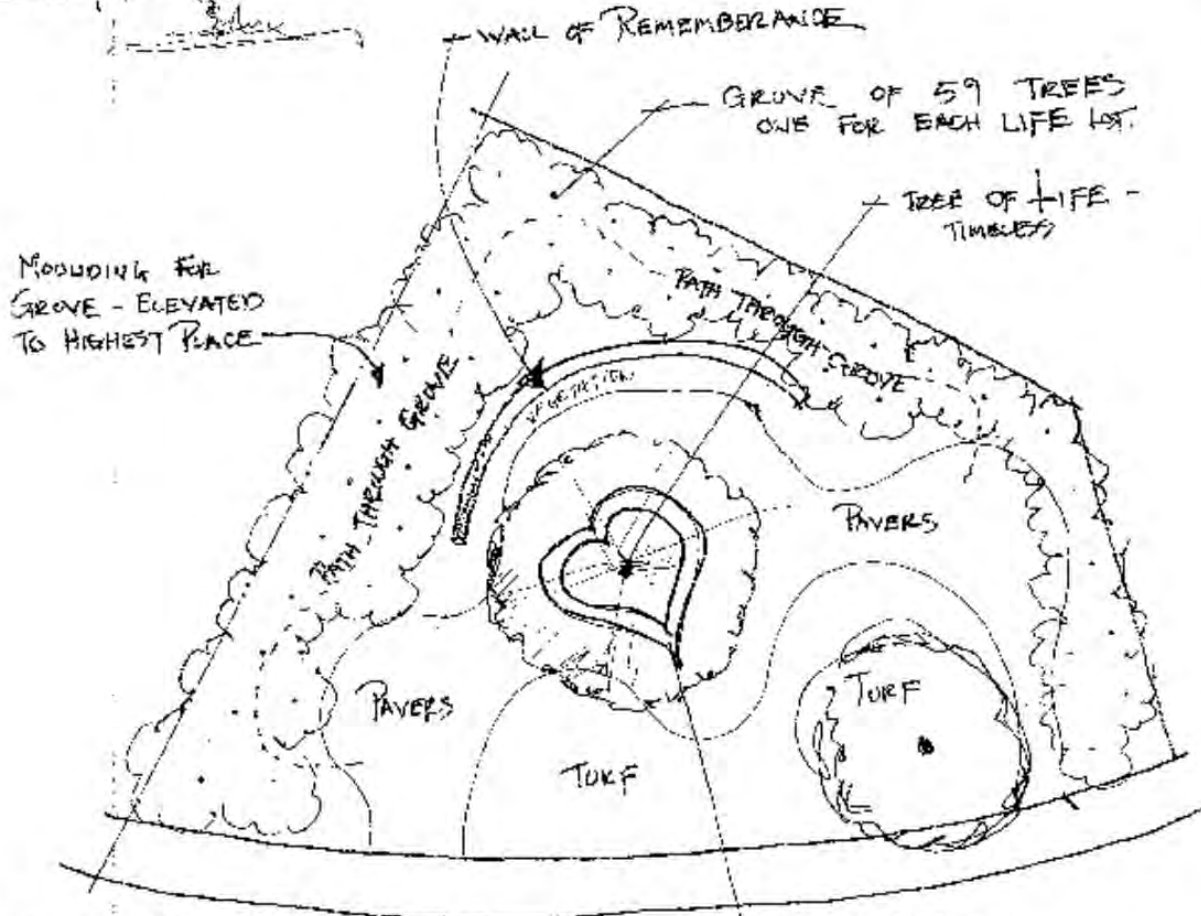






# COMMUNITY HEALING GARDEN CONCEPT

10/01/2017



" HE WHO PLANTS A TREE  
PLANTS HOPE "









# Resiliency Center

## *3-Year Recovery Operation*

- Focus on Outreach
- Behavioral health
- Victim services
- Support groups
- Information available in person, phone or internet
- Large social media presence





# The Show Must Go On

Moving Forward in a “New Normal”





Things  
Less  
Obvious  
Lessons Learned



# Exercise is Everything.

The Plan is only necessary.





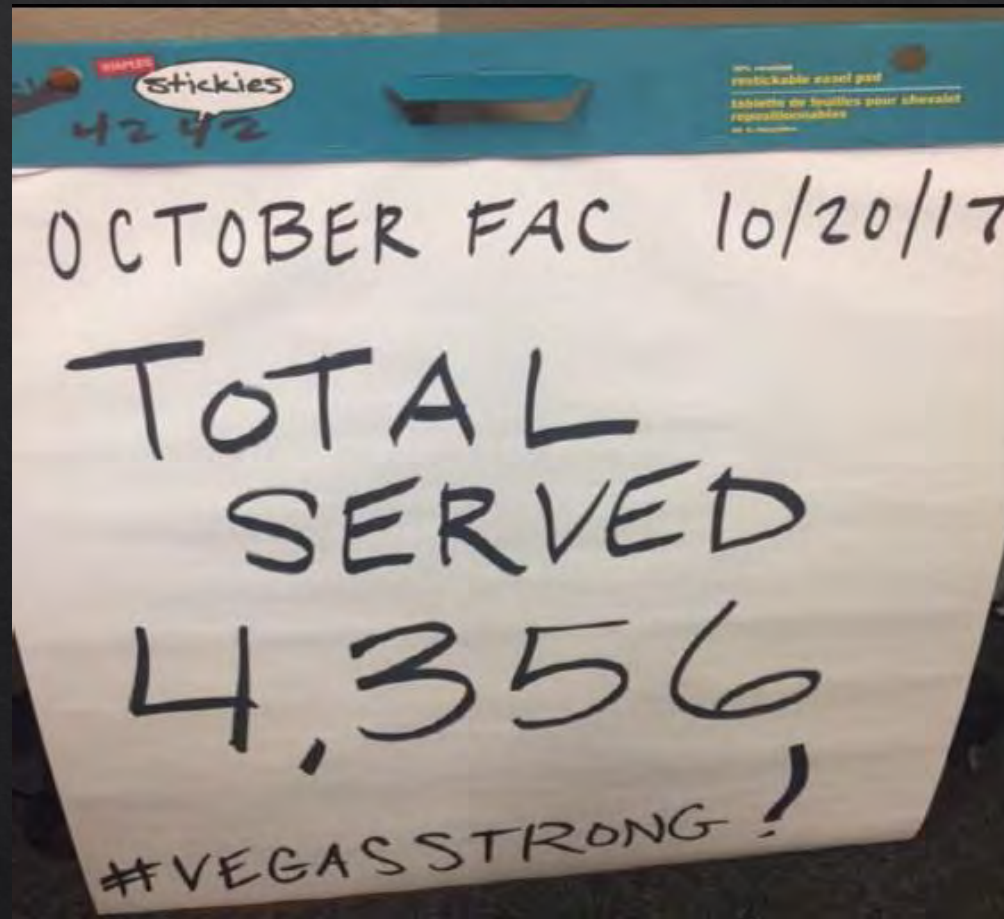
# HIPAA COMPLIANT

Information Exchange  
*Reunification*



# Be Inclusive

It's about the victims. Park the egos.



# Ask for and Accept Help

It's a Sign of Strength and Maturity in Leadership



# Support Unannounced Visitors

Victims from other shootings. Providers.



# Relationships are Essential



# Embrace Citizen Responders





# Seek Out Problem Solvers



# No One is Immune From Impact

Mandatory Attendance. Voluntary Participation.



# Pay It Forward



# Activate Cultural Affairs / Museum Staff



In response to the October 1  
Las Vegas shooting tragedy  
the world sent heartfelt  
messages of support



# Continual Improvement *Items Needing Attention*

- Call center capacity
- Multi-operational periods
- Patient tracking
  - Early tracking for notifications to families
  - Media reports
  - Contact for proper services
- Joint Information Center
- Early messaging
- FAC services and social media presence
- Prebuilt call center and web presence
- Pre-identified resiliency center



# WHAT'S NEXT?

When You are Cried Out...  
Then What?



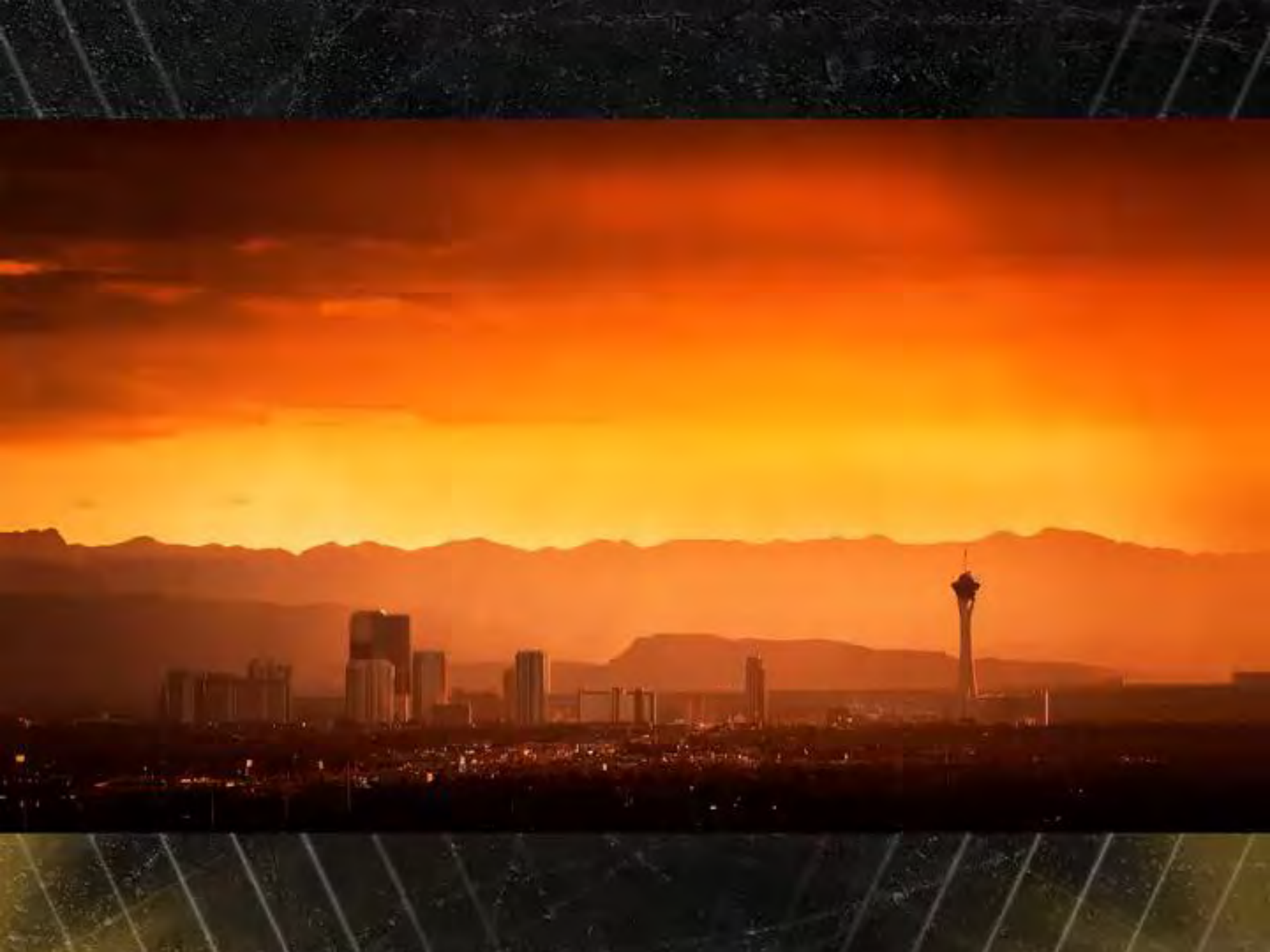
# Then This Happens....





# Then This Happens....





# #VegasStrong

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American Red Cross  
October 7, 2017





# L A S V E G A S

— IN MEMORIAM —

*Read their stories*



WE'VE BEEN THERE FOR YOU DURING THE GOOD TIMES.

THANK YOU FOR BEING THERE FOR US NOW.

LAS  
*Vegas*

#VegasStrong

