



**1 OCTOBER MEMORIAL COMMITTEE**  
**Clark County Government Center, BCC Chambers**  
**500 S. Grand Central Parkway**  
**Las Vegas, NV 89155**  
April 25, 2022  
9:00 AM

**MINUTES**

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Board/Council Members: Tennille Pereira, Chairperson  
Karessa Royce, Vice Chairperson  
Harold Bradford  
Robert Fielden  
Rebecca Holden  
Kelly McMahill  
Mynda Smith

Secretary: Mickey Sprott, 702-455-8685, [Mickey1@ClarkCountyNV.Gov](mailto:Mickey1@ClarkCountyNV.Gov)  
Business Address: Sunset Administration Building, 2601 E. Sunset Rd, Las Vegas,  
Nevada 89120

County Liaison(s): Mickey Sprott, 702-455-8685, [Mickey1@ClarkCountyNV.Gov](mailto:Mickey1@ClarkCountyNV.Gov)  
Business Address: Sunset Administration Building, 2601 E. Sunset Rd, Las Vegas,  
Nevada 89120

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1. Call to Order, Roll Call, Pledge of Allegiance, and Moment of Silence.
  - **Meeting called to order at 09:09 AM by Chairperson, Tenille Pereira.**
2. Public Comment.
  - **Public comment made by Claire Wenzel regarding agenda item #6.**
3. Approval of the Agenda for April 25, 2022 (*for possible action*).
  - **MOTION by Robert Fielden**  
**2<sup>nd</sup> MOTION by Harold Bradford**  
**Action PASSED / Unanimous (7-0)**
4. Approval of Minutes for March 23, 2022 (*for possible action*).
  - **Amend March meeting minutes of item #5 to clarify that the Chair of the RFQ jury will be a non-voting position.**  
**MOTION by Mynda Smith**  
**2<sup>nd</sup> MOTION by Karessa Royce**  
**Action PASSED / Unanimous (7-0)**
5. Review draft introduction, Project & Process Overview (*for discussion and possible action*).

- **Draft of Introduction, Project & Process Overview presented to the Committee by Punam Mathur.**
- **Committee made a motion to establish one large meeting that will cover all 3 pathways with the RFQ jury, and an additional follow up meeting for an in-depth RFQ discussion. Questions asked at the follow up meeting will be documented and used to establish an FAQ. The 1 October Memorial Committee will not be present at these meetings.**  
**MOTION by Kelly McMahill**  
**2<sup>nd</sup> MOTION by Rebecca Holden**  
**Action PASSED / Unanimous**
- **Committee reviewed and discussed the Introduction, Project & Process draft. A revised draft according to the Committee’s changes and modifications to be presented on next agenda for review and possible action.**  
*(Introduction draft attached at end of meeting minutes. NOT a final draft.)*

6. Review draft Guidelines for Call for Creative Expression *(for discussion and possible action).*

- **Committee reviewed and discussed draft for Call for Creative Expression. A revised draft according to the Committee’s changes and modifications to be presented on next agenda for review and possible action.**

7. Report from sub-committee on process of RFQ call and juror/alternate selection *(for discussion and possible action).*

- **Report of sub-committee on process of RFQ call and jury selection by Kelly McMahill. Committee was presented a proposed timeline for RFQ jury selection process and a draft of the online application process.**
- **Applicants can only submit one application for one pathway.**

8. Presentation on RFQ evaluation scoring and process *(not an action item).*

- **Agenda item skipped, to be continued on next agenda.**

9. Donation report by staff *(not an action item).*

- **Current donation fund: \$50,002.91.**

10. Report by staff regarding monthly summary of activities, including survey topics, marketing, research, and financial *(not an action item).*

- **Report of Clark County Staff activities by Sharon Cornell.**

11. Identify emerging issues to be addressed by staff or by the Committee at future meetings; receive updates on activities and direct staff accordingly.

- **Update/report provided to the Board of County Commissioners on the development process and timeline.**
- **Possible future agenda item: Discussion on Route 91 Family Reunion request to use 1 October Memorial Committee banners for 5 year remembrance event.**

12. Comments by the General Public.

- **No public comment.**

13. Next Meeting Date: **May 25, 2022.**

14. Adjournment.

- **Meeting adjourned at 12:20 PM.**



**1 OCTOBER MEMORIAL COMMITTEE**

Las Vegas, Nevada

**Sections:**

|   |                 |
|---|-----------------|
| <b>1. Introduction, Our Story, Project &amp; Process Overview</b> | <b>Pgs 1-17</b> |
| <b>2. Pathways for Participation</b>                              |                 |
| a. Call for Evaluators  |                 |
| b. Request for Qualifications                                     |                 |
| c. Call for Creative Expression                                   |                 |

[Table of Contents to be Finalized later]

# INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW



July 1, 2022

Dear Community,

Since October 1, 2017, individually and collectively, we have been traveling a road towards healing.

The Committee I am privileged to chair -- 1October Memorial Advisory Committee -- was formed in 2019, to ensure that a significant milestone in our healing journey will be dedication of a world class permanent memorial which will remember the 58 souls who perished in the events of 1 October 2017 at the Route 91 Harvest Music Festival, those who have succumbed to injuries since, honor the survivors, and the many heroes who inspired the nation with their bravery, and celebrate the resiliency and compassion of our community.

For the seven members of the Committee, the mission is humbling and precious. We are grateful to leaders who formed us -- Governor Steve Sisolak and the Clark County Board of County Commissioners -- and grateful to all of you for your trust and faith. From the beginning, our deepest intention has been to lead a process in which input and engagement from victims' families, survivors, first responders, and community members will inform creation of a permanent 1 October Memorial that will serve as a place to reflect on those lost and celebrate the unmatched strength of our community.

By September 2023, we will make a recommendation to the Clark County Board of County Commissioners that will include specific plans for a site, design, programming and ongoing maintenance needs, as well as funding solutions, for a world class permanent memorial.

The first phase of our work was learning from other communities and listening to your desires and wishes for a memorial through surveys, focus groups and meetings. A compelling clarity revealed by surveys -- which thousands responded to -- were answers to the question: *"In a single word, please describe the most important aspect of the memorial."* The responses: **Remembrance, Respect, Honor, Healing, Unity, Peace, Community and Love** now guide our work. They are the values and imperatives that will steer us as we convert the shared desires and aspirations revealed by phase one into a focused review of specific ideas and qualifications within this second phase, which will eventually result in completion of a world class memorial.

Please review carefully the three separate **pathways of participation** in this critical phase of our journey and select the path best suited to you. We are grateful and inspired by your continuing engagement and deeply honored to be on this journey alongside you.

Sincerely,

Tennille Pereira  
Chair  
1 October Memorial Committee

# INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW



## OUR STORY IS INTRICATE.

It is a story of incomprehensible tragedy. A story of devastating loss. It is a story of courage and hope. It is a story of community. A story of resilience, grace, compassion, healing, and love. Through this process to complete a permanent memorial, we are the storytellers of our time.

## A STORY OF INCOMPREHENSIBLE TRAGEDY

*“You never know how strong you are, until being strong is your only choice.” ~ Bob Marley*

On October 1, 2017, tragically and unexpectedly, Las Vegas, Nevada, became the stage for the worst mass shooting in modern history to date. That night, more than 22,000 people came together to enjoy a country music festival. On the third and final night of the festival, a lone gunman opened fire into the crowd from the 32nd floor of the Mandalay Bay Resort and Casino. The gunfire continued, relentlessly, for over 10 minutes, resulting in the deaths of 58 innocent concertgoers and documented injuries of over 850 survivors. As law enforcement was closing in, the shooter took his own life. At first, the devastation left in its wake seemed insurmountable, but we quickly discovered that our city and its people are tough, compassionate and unstoppable.

In the days and months after this horrific crime took place, the citizens of the Las Vegas valley, along with numerous states in our nation as well as Canada, came together to mourn the lives taken from us. These same people also provided invaluable support for the families of the victims and all who would become the survivors of that night.

This mass shooting irrevocably changed the lives of every single person in attendance at the concert, every first responder who ran toward gunfire to save lives and investigated the heinous crimes associated. Those who were not present but felt the effects were also far reaching: The Las Vegas community at large, longtime, loyal visitors to our city, the country music community and all those who have lived through a prior mass shooting and watched this unfold on their televisions.

After properly honoring those lost, our focus as a community became helping the families of the victims and the survivors navigate the next steps in their lives. Today, our focus is on healing and mental wellness. We understand the importance a 1 October memorial will play in the overall healing process.

# INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW

## A STORY OF DEVASTATING LOSS

*"Grief and resilience live together." ~ Michelle Obama*

### THE 58 VICTIMS

|                       |                      |
|-----------------------|----------------------|
| Hannah Ahlers         | Kelsey Meadows       |
| Heather Alvarado      | Calla-Marie Medig    |
| Dorene Anderson       | James "Sonny" Melton |
| Carrie Barnette       | Patricia Mestas      |
| Jack Beaton           | Austin Meyer         |
| Stephen Berger        | Adrian Murfitt       |
| Candice Bowers        | Rachael Parker       |
| Denise Burditus       | Jennifer Parks       |
| Sandra Casey          | Carolyn Parsons      |
| Andrea Castilla       | Lisa Patterson       |
| Denise Cohen          | John Phippen         |
| Austin Davis          | Melissa Ramirez      |
| Thomas Day, Jr.       | Jordyn Rivera        |
| Christiana Duarte     | Quinton Robbins      |
| Stacee Etcheber       | Cameron Robinson     |
| Brian Fraser          | Tara Ann Roe         |
| Keri Galvan           | Lisa Romero-Muniz    |
| Dana Gardner          | Christopher Roybal   |
| Angela Gomez          | Brett Schwanbeck     |
| Rocio Guillen         | Bailey Schweitzer    |
| Charleston Hartfield  | Laura Shipp          |
| Christopher Hazencomb | Erick Silva          |
| Jennifer Irvine       | Susan Smith          |
| Teresa Kimura         | Brennan Stewart      |
| Jessica Klymchuk      | Derrick "Bo" Taylor  |
| Carly Kreibaum        | Neysa Tonks          |
| Rhonda LeRocque       | Michelle Vo          |
| Victor Link           | Kurt Von Tillow      |
| Jordan McIlDoon       | William Wolfe, Jr.   |

## A STORY OF COURAGE – First and All Responders

*“Hard times don’t create heroes. It is during the hard times when the ‘hero’ within us is revealed.” ~ Bob Riley*

The Las Vegas Metropolitan Police Department’s (“LVMPD”) Events Planning officer and MGM Production and Corporate Security prepared for the three-day country music festival over several weeks. MGM Production hired third-party vendors to supply food and drinks, on-site security, and medical personnel for the festival. This location was a regular venue for entertainment throughout the year. Like many special event locations in Las Vegas, this outdoor venue was located on Las Vegas Boulevard South near several high-rise hotels. Leading up to that evening, it was yet another wonderful event, attended and enjoyed by thousands from all over, in a city that does it best. Then everything changed.

In the initial seconds and minutes, ordinary people attending or working a concert became extraordinary responders, doing whatever they could to help each other until First Responders arrived. Most officers responded to gunfire by running directly into the crowd of attendees who were injured, confused, and terrified because they thought the threat was coming from inside the venue, specifically the west side of the venue, at ground level.

Joining First Responders were countless employees working along the Strip and other heroic passersby who did whatever they could do to aid, assist and transport the injured to hospitals. Many more heroes came from the health care community – EMTs, doctors, nurses and hospital staff -- who did whatever it took to save lives.

Countless people that night revealed heroism within.

## INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW



Overview of Scene Locations, photo from LVMPD

### A STORY OF HOPE - Community Response, Local & Global

*“Like tiny seeds with potent power to push through tough ground and become mighty trees, we hold innate reserves of unimaginable strength. We are resilient.”*

*~ Catherine DeVrye*

We saw small as well as substantial acts of kindness all throughout our valley: the donations of food and water that poured into the make-shift refuge center at the University of Nevada, Las Vegas Thomas and Mack Center, the countless volunteers who arrived at the Las Vegas Metropolitan Police Headquarters Family Reunification Center, the hundreds of people who lined up to donate blood, the establishment of the Family Assistance Center at the Las Vegas Convention Center which returned 779 pieces of personal property back to victims’ family members and survivors and on October 20, 2017, when the Family Assistance Center closed its doors, the Vegas Strong Resiliency Center opened its doors.

## INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW



*10 October Remembrance, photo from Vegas Strong Resiliency Center*

### Healing Garden

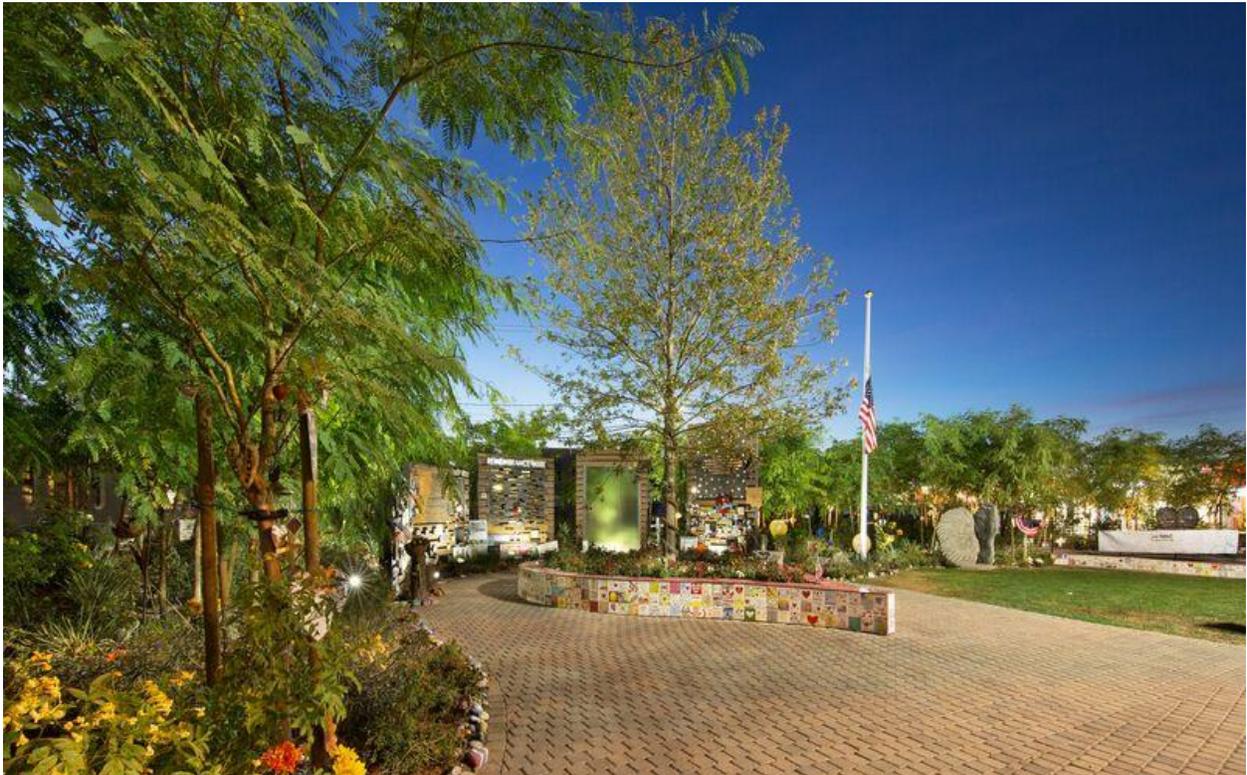
On October 6, 2017, the LV Community Healing Garden was dedicated and opened to the public. The LV Community Healing Garden in downtown Las Vegas was built in three days by community members and local businesses following the October 1 tragedy at the Route 91 Harvest Music Festival. The garden features a Remembrance Wall, a grove of 58 trees lining a paved path, shrubs, and flowers, all encircling a beautiful oak tree - "the tree of life" donated by Siegfried and Roy. The 58 trees were planted to signify the 58 lives lost on that tragic evening. Painted rocks, flowers, pictures, and other mementos placed by community members offering their condolences, prayers, and remembrance of loved ones can be found at the trees and all around the garden. The LV Community Healing Garden serves as a place of calm to remember those touched by tragedy, provides a place of refuge for healing, and is a living garden celebrating life, compassion, and fellowship that we find in community.

The garden, now managed and cared for by Get Outdoors Nevada and the LV Community Healing Garden Committee, continues to grow and thrive. Visitors come daily to see the beauty of the LV Community Healing Garden. Family members lovingly decorate the trees of their loved ones. Survivors find a place of comfort, fellowship, and healing. Although created

## INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW

out of tragedy, the LV Community Healing Garden has become a beacon of hope for so many in the valley and beyond.

The LV Community Healing Garden will forever remain a community treasure. The permanent memorial is envisioned to extend and expand memorialization, not replace or duplicate this spontaneously-created and revered place.



*Tree of Life, Healing Garden, photo from lasvegasnevada.gov*

# INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW



*Las Vegas Community Healing Garden Tree Map, photo from Get Outdoors Nevada*



*Remembrance Wall in the LV Community Healing Garden, photo from City of Las Vegas*

## INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW



*A candle-lit tribute to the victims of the shooting, photo from Business Insider*

DRUG

# INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW



## PROJECT & PROCESS OVERVIEW

*“Darkness cannot drive out darkness; only light can do that.  
Hate cannot drive out hate; only light can do that.”*

*~ Martin Luther King, Jr.*

The 1 October Memorial Committee (“1OMC”) has adopted the following Mission, Vision and Goals for a permanent memorial, based on research from other communities and extensive public input.

### **Mission Statement for Permanent Memorial**

To provide a space that will remember the 58 who perished in the immediate aftermath as a result of the 1 October, 2017 tragedy at the Route 91 Harvest Festival, Las Vegas, Nevada, and those who succumbed to their injuries thereafter, honor the survivors and the many heroes who inspired the nation with their bravery, and to celebrate the resiliency and compassion of our community.

### **Vision Statement for Permanent Memorial**

To provide an experience that brings healing, peace, respect, community, strength, unity, love, comfort, and resilience while educating about the events and impact of 1 October, 2017.

### **Goals for Permanent Memorial**

1. Convey the magnitude of the tragedy and its far-reaching impacts
1. Provide an artistic feature that honors the 58 victims who perished
2. Provide educational and/or artistic components that may offer:
  - a. Victim biographies
  - b. Survivor stories
  - c. Community heroism stories
  - d. Support for mental health
  - e. Lessons learned by first responders/hospitality industry
  - f. Celebration of country music community
3. Provide an alternative feature to water to offer tranquility
4. Provide controlled opportunities to incorporate mementos

The Mission, Vision and Goals are reflective of 1) research from experts and other communities and 2) community input gathered through surveys. The 1OMC has held 20 public meetings since October 2020. Minutes and video from meetings are accessible on 1OMC’s website – [click here](#).

Meeting highlights you may want to view:

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- 1OMC Meeting, Nov. 25, 2020 – presentation by Anita Ahuja, Manager, Mass Violence Response, California Victim Compensation Board about mass violence memorials and lessons learned – [click here](#) to view
- 1OMC Meeting, Jan. 27, 2021 – presentation by Dr. Harriet F. Senie, Author and Art History Professor, entitled, “*Memorial Options: Figures, Walls, Museums, Gardens or?*” – [click here](#) to view
- 1OMC Meeting, Dec. 22, 2021 – presentation by Daniel Krauss, Chair, Sandy Hook Permanent Memorial Commission – [click here](#) to view
- 1OMC Meeting, Jan. 26, 2022 – presentations by Earl Crittenden & Dr. Hilary Lewis of onePulse Foundation, and Gordie Felt, Families of Flight 93 Memorial – [click here](#) to view

In addition to learning from experts and other communities, 1OMC partnered with the Cannon Survey Center, University of Nevada, Las Vegas, to conduct public engagement surveys, results of which are accessible through the 1OMC website.

- In March 2021 a 15-question online community survey was conducted. Nearly 6,100 people responded. Results include cross tabs among various stakeholder groups. [Click here](#) to see results.
- In April and May 2021 the Cannon Survey Center conducted eight focus groups to probe more deeply findings of the first survey. [Click here](#) to see results.
- In August 2021 an 8-question online survey was conducted. Nearly 5,200 people responded. [Click here](#) to see results.

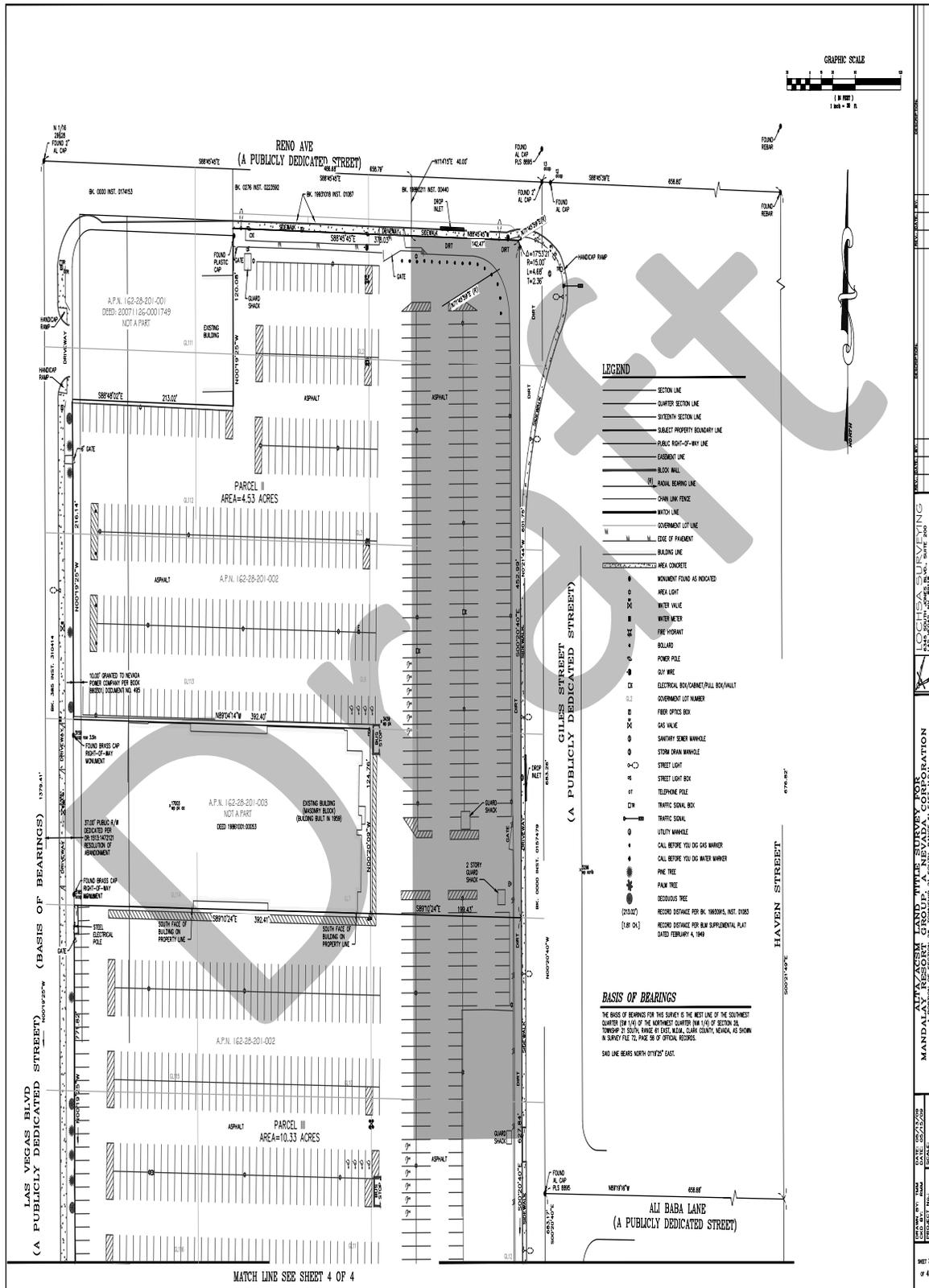
### LOCATION

In response to strong public desire for a permanent memorial to be located at the event site, MGM Resorts, a partner in this journey, generously contributed a two-acre parcel on the northeast corner of the festival site, located directly across the street from a church which, on October 1, 2017, became a beacon providing hope and help to many.

For a video tour of the memorial site, [click here](#).

# INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW

## Site Map



# INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW

## BUDGET

There is no fixed budget for the memorial. The winning proposal will determine the budget target, which then will be raised through fundraising efforts. (For planning purposes, 1OMC is anticipating the project will cost in the range of \$7-\$10 million dollars.)



## PROJECT & PROCESS OVERVIEW – Participation Pathways

There are three unique pathways for participation, each designed to maximize engagement by different stakeholders – **Call for Evaluators**, **Request for Qualifications**, and **Call for Creative Expression**. Please review the pathways and select the path best suited to your talents, capabilities, and desire to contribute.

- 1) **CALL FOR EVALUATORS** – Designed for people who have a perspective, interest or expertise which may be useful in evaluating responses to Request for Qualifications (RFQs). Anyone, regardless of where you live, may apply.

Applications will be reviewed by a sub-group of 1OMC and evaluators (and alternates) will be selected to form a seven-member volunteer jury (“Jury”) tasked with evaluating all RFQ submissions and recommending up to 5 finalists to 1OMC.

The Jury will be comprised of representatives and alternates from the following stakeholder groups:

- 1) Family member of victim
  - 2) Survivor
  - 3) First Responder
  - 4) Three people with expertise in a professional discipline related to developing a permanent memorial, including but not limited to construction, engineering, architecture, design, landscape architecture, cultural historian, etc.
  - 5) Representative from Clark County’s Real Property Management Department
- A member of 1OMC will chair and serve as a non-voting member of the Jury.

Jury members (and alternates) will be asked to maintain anonymity and confidentiality throughout their work. *(Please note that we will strive to maintain anonymity of Jury members and alternates during this process. However, once the Jury has completed their work, the names of the members of the Jury will no longer be confidential and will be available via public record request.)*

## INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW

### Timeline and Commitment

- a. Applications for evaluators will be accepted from July 1, 2022 until 5:00 p.m. PST on July 15, 2022
- b. Jury members (and Alternates for each) will be notified by Aug. 15, 2022
- c. The Jury (and Alternates) will receive training between Aug. 15-31, 2022
- d. The Jury will review RFQs in Sept. and Oct. and present a recommendation for up to 5 finalists to 1OMC on Nov. 23, 2022.

It is important that Jury members and Alternates are available to participate actively – either in person or virtually.

[Click here](#) for details regarding Call for Evaluators, or to apply.

- 2) **REQUEST FOR QUALIFICATIONS (RFQ)** – This participation pathway is designed for professionals with expertise and capacity to design and build a world class permanent memorial.

### RFQ timeline

- a. The window for submission of RFQs will open on July 1, 2022 and close at 5:00 p.m. PST on August 31, 2022
- b. Submissions will be evaluated by Jury between Sept. and Nov. 2022
- c. The Jury will submit scores to Clark County Purchasing Dept. for review and compilation, then will present up to 5 finalists to 1OMC on November 23, 2022
- d. Finalists will be invited to submit a Request for Proposal (RFP) by May 31, 2023
- e. Finalists/RFP Participants shall:
  - Receive \$50,000 as remuneration for completing RFP (payable after public presentation of proposal)
  - Formally introduce themselves (and teams) in person at a public meeting in Las Vegas on Jan. 25, 2023
  - Incorporate extensive and specific stakeholder input from families of victims, survivors, first responders, and the community -- into formulation of proposal
  - Be provided a database of all submissions received in response to Call for Creative Expression
  - Make earnest and demonstrable effort to incorporate into proposal ideas and artists presented through Call for Creative Expression

[Click here](#) for details regarding RFQ process.

- 3) **CALL FOR CREATIVE EXPRESSION** – this participation pathway is designed for anyone with an idea or design concept for a permanent memorial and for any professional artist with interest in contributing to the creation of a memorial, but without the team necessary to participate in RFQ process.

## INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW

All responses will require a letter of intent. Beyond that, submissions may include any combination of:

- A drawing, schematic or narrative depicting a design idea for the memorial or a specific aspect of the memorial
- Resume or CV
- Portfolio of work
- 60-second audio or video

The window for submission of Creative Expressions will be open on July 1, 2022 and close on September 30, 2022 at 5:00 p.m. PST. All submissions will be initially reviewed by Clark County staff to ensure appropriateness of content. (This is a journey of healing; content that may be controversial or trigger trauma will not be accepted.)

Submitters granting permission will have their submissions publicly viewable in October and November 2022. The public will be encouraged to view the submissions and all submissions will be provided to the RFQ Finalists for possible inclusion in final proposals.

Any legal rights to designs, concepts, drawings, schematics, or other elements contained in Creative Expression submissions will be unenforceable; all rights will be conveyed to the 1 October Memorial Committee and/or the 1 October Memorial Committee, and their successors.

[Click here](#) for details regarding Call for Creative Expression, or to submit.

## INTRODUCTION, OUR STORY, PROJECT & PROCESS OVERVIEW

The chart depicts key milestones for each participation pathway.

|                 | <b>Pathway #1:<br/>Call for Evaluators</b>  | <b>Pathway #2:<br/>Call for RFQs</b>                             | <b>Pathway #3:<br/>Call for Creative Expressions</b> |
|-----------------|---|--|--|
| July 1, 2022    | Release   | Release  | Release  |
| July 15, 2022   | <b>Application Deadline</b>   |  |  |
| Aug 15, 2022    | Evaluators Notified of Selection  |  |  |
| Aug 15-31, 2022 | Training of Jury  |  |  |
| Aug 31, 2022    |   | <b>Submission Deadline</b>                                       |  |
| Sept 30, 2022   |   |  | <b>Submission Deadline</b>                           |
| Sept-Oct 2022   | Jury evaluates RFQs   |  |  |
| Oct-Nov 2022    |   |  | Creative Expressions Publicly Viewable               |
| Nov 23, 2022    | Jury Presents, 1OMC Selects up to 5 Finalists, RFP Process Initiated with Finalists |  | Database Provided to Finalists                       |
| Jan 25, 2023    |   | Finalists' Public Self-Introduction                              |  |
| Feb-Apr 2023    |   | Stakeholder Engagement & Review Database of Creative Expressions |  |
| May 31, 2023    |   | <b>Deadline for Submission of RFPs</b>                           |  |
| Jun-Jul 2023    | Public Input on Finalists' Proposals  |  |  |
| Aug 23, 2023    | 1OMC Selects  |  |  |
| Sept 2023       | 1OMC Presents Recommendation to Clark County Board of County Commissioners          |  |  |
|                 |   |  |  |