

LVMPD

**2023 FORMULA 1
GRAND PRIX LAS VEGAS
AFTER ACTION REPORT**



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EXECUTIVE SUMMARY

This Las Vegas Metropolitan Police Department (LVMPD) after action report offers an in-depth review of the safety and security measures implemented for the 2023 Formula 1 Grand Prix in Las Vegas, an event that attracted over 100,000 attendees. This report scrutinizes the various stages of the event—from planning and execution to post-event assessment—with the goal of pinpointing successes, identifying areas for improvement, and making recommendations to enhance future events.

PLANNING

The planning phase emphasized comprehensive collaboration across multiple organizations, underscoring the significance of conducting risk evaluations, formulating security plans, arranging logistics, and managing large crowds. Regularly revised incident action plans (IAPs) and tabletop exercises formed the groupwork for the event and ensured a high level of readiness. Notably, effective collaboration among emergency services, bolstered by established relationships, played a critical role in the operations' running smoothly.

OPERATIONS

The operations phase illustrated the value of effective planning before a large-scale event. Primary operations focused on traffic control, security, and the broader scope of emergency and event management efforts across various branches. Specialized operations were characterized by the strategic allocation of resources, including multiple command centers, Special Weapons and Tactics (SWAT) teams, K9 units, air assets, and covert personnel, all supported by advanced technology for surveillance and communication. The ability of personnel to make swift adjustments, as evidenced by officers' finetuning pedestrian egress after initial setbacks, underscored the operational agility underlying the event's success; meanwhile, traffic control efforts were successful overall, thanks to meticulous planning and the various traffic management techniques implemented.

KEY TAKEAWAYS

The key takeaways in this report underscore the critical need for building trust and maintaining open lines of communication, bridging external communication gaps, and avoiding the pitfalls of excessive meetings that can hinder planning effectiveness. Another lesson learned concerns better predicting and controlling crowd movements, including traffic and pedestrian flow, highlighting the value of early, thorough planning for these variables. Other key lessons involve much needed improvements to staffing allocations, resource management, track design, and communication.

Positive Outcomes and Lessons Learned

This event represented one of the most complex security and planning endeavors ever taken in a major urban setting, and such an accomplishment without significant incidents speaks volumes about LVMPD's efficacy. Nevertheless, in its dedication to ongoing improvement, LVMPD acknowledges the need for further refinement in several areas:

- **Communication and trust issues:** A gap in trust and consistent communication between Las Vegas Grand Prix (LVGP) organizers and local government officials led to miscommunication and diversion of significant county resources.
- **Meeting overload:** Excessive meetings not only detracted from the productivity of the involved personnel but also delayed the development of a coherent plan.
- **Late planning deliverables:** Clark County received essential planning components late, hindering adequate preparation.
- **Operational readiness and accessibility:** LVGP's operational schedule and delays in permit requests adversely affected overall event readiness and response efficiency.
- **Resource and security shortfalls:** Deficient accommodations for construction workers and first responders and provision of private security forces led to operational challenges.
- **Credentialing:** Credential management proved a significant hurdle for personnel access to crucial areas of the venue.
- **Infrastructure issues:** Inadequate cellular service in key areas, unreliable monorail service, and road closure complexity posed considerable challenges for LVMPD personnel.
- **Law enforcement and security coordination:** Restricted movement challenged coordination among federal resources, and critical operational components would have benefited from earlier activation.

Recommendations

For future events, LVMPD offers the following recommendations targeted at improving overall event management:

- **Communication and coordination:** Establish a 24/7 liaison with LVGP for continuous engagement through the entire event, and develop greater trust between all involved parties during the planning phase. Reduce the number of inefficient meetings and presentations.
- **Credentialing and infrastructure:** Prioritize correcting the credentialing process, ensuring all officers have the needed access and addressing related issues well before the event. Anticipate infrastructural challenges, including cellular service and transportation reliability. Implement measures to prevent congestion, such as improving VIP shuttle operations and preventing crossing attempts at specific locations.
- **Operational readiness:** Encourage early completion of all necessary paperwork and licensing. Integrate Fire and Emergency Medical Services into traffic planning for comprehensive preparedness. Require LVGP to submit plans further in advance. Prepare key operational floors in advance and ensure adequate staffing during key periods.

- **Strategic planning:** Avoid non-essential construction activities before events to minimize disruptions. Establish a more robust process for creating and reviewing IAPs. Implement fencing with effective visual barriers to enhance security measures.
- **Resource management:** Allocate more utility vehicles solely for SWAT and tactical teams to ensure their efficient movement. Provide sufficient security forces, including additional rovers and distinct teams for gate entrances. Ensure accommodations for workers and first responders as well as prisoner transport vans are well-equipped.
- **Aerial safety:** Dedicate helipads for law enforcement air asset use only. Add another helipad for the contracted filming helicopter. These additional helipads ensure that all aircraft assigned to the event follow safe emergency landing protocols.
- **Security and law enforcement:** Enhance coordination among federal law enforcement resources. Establish clear lines of command and reduce the number of command centers to promote centralized leadership. Deploy additional security teams for crowd control and adjust personnel deployment times according to revised closure schedules.
- **Safety and accessibility:** Consider shutting down escalators during events to control spectator movement and develop better designs for visual barriers. Implement aerial platform operations throughout the event to enhance surveillance and safety. Develop a comprehensive drone response plan.
- **Workforce management and engagement:** Consider staggering shifts to better manage fatigue. Encourage more involvement in F1 community events with employee family members to boost wellness and morale. Ensure key personnel arrive early during crucial moments, especially Fusion Watch personnel assigned to command centers.
- **Communication and surveillance:** Facilitate seamless communication with hotels for surveillance purposes. Adopt an integrated communication strategy within the Command Post for real-time traffic adjustments.

By integrating these lessons into future planning and operations, LVMPD will continue to advance its approach to managing large-scale events—ensuring the safety of spectators and personnel alike and the success of such endeavors in Las Vegas. This commitment to excellence, coupled with actionable insights and recommendations, lays a strong foundation for effective event management in the future, reinforcing Las Vegas’s status as a premier destination for major international gatherings.

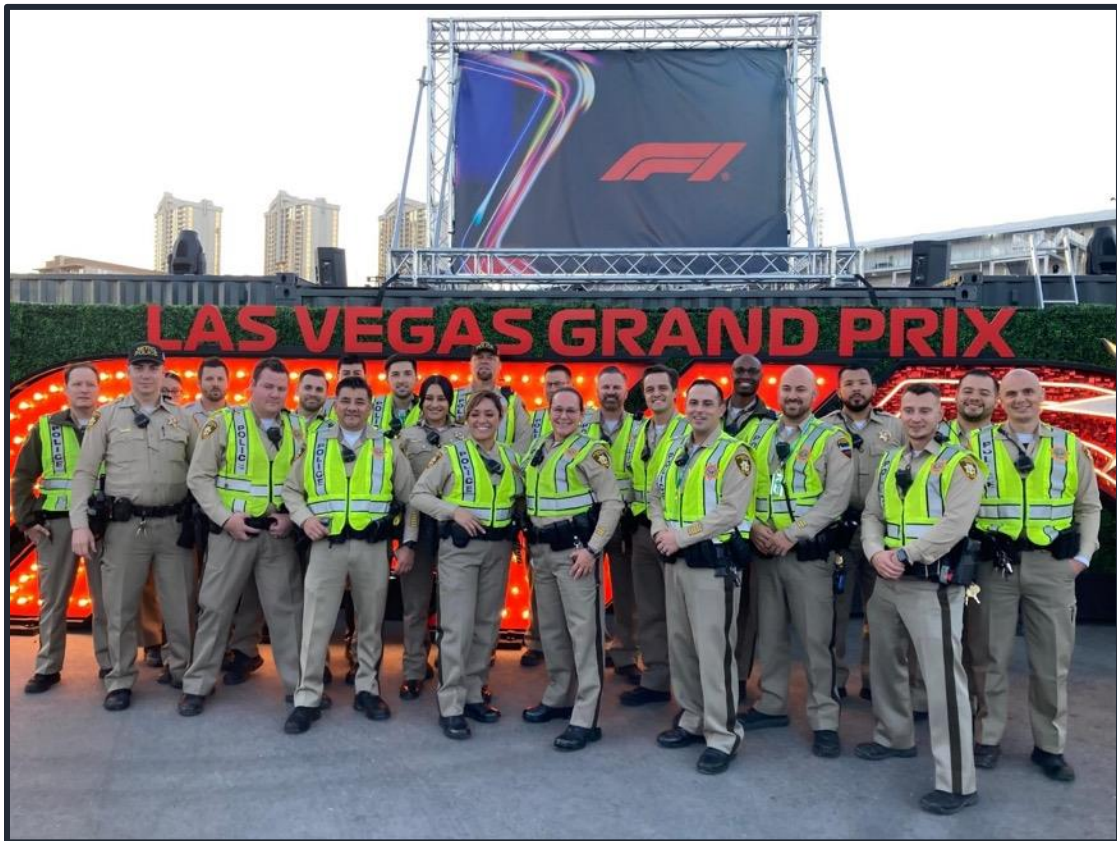
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INTRODUCTION

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From November 15 to 18, 2023, Las Vegas became the epicenter of thrill and velocity as it hosted the highly anticipated Formula 1 Grand Prix. This electrifying event attracted over 100,000 spectators who thronged designated viewing sections and the vibrant Las Vegas Strip, eager to witness the pinnacle of motorsport excitement.

As the primary law enforcement agency, LVMPD played a pivotal role in ensuring the safety and security of all attendees. Tasked with developing and executing comprehensive security operations, LVMPD collaborated closely with Formula 1 and Las Vegas Grand Prix (LVGP) officials and other local stakeholders to orchestrate a seamless event.



A small example of LVMPD officers working the first-ever Formula 1 Grand Prix in Las Vegas.

The highlight of the Formula 1 Grand Prix was the main race, which commenced at 10 p.m. on Saturday, November 18, and concluded around 2 a.m. on Sunday morning, culminating in a day filled with exhilarating activities. Before the main event, a series of festivities and preparatory measures unfolded, setting the stage for an unforgettable experience.

In anticipation of the massive turnout, Formula 1 Grand Prix officials worked hand in hand with public safety officials, including LVMPD, to ensure a robust police presence across critical areas. This collaboration aimed to guarantee the safety and well-being of all participants and spectators

throughout the duration of the event. With the event taking place along the iconic Las Vegas Strip and resort corridor, extensive preparations were made to mitigate potential security risks and ensure smooth operations. Measures included deploying police officers and private-sector security personnel and implementing stringent security screening protocols.

Moreover, collaboration was broadened to include various agencies, including the Clark County Fire Department, the Federal Bureau of Investigation (FBI), the Department of Homeland Security (DHS), the Clark County Commission and county department heads, the Las Vegas Convention and Visitors Authority, and numerous others, highlighting the cooperative aspect of the security measures. A centralized command center hosted at Switch facilitated real-time monitoring and communication among first responders and relevant stakeholders, enhancing overall situational awareness.

As the city braced itself for the influx of visitors and the exhilarating spectacle that awaited, road closures and traffic management plans were put in place to minimize anticipated disruptions and facilitate the flow of both vehicular and pedestrian traffic for the best possible outcome. These measures aimed to strike a balance between ensuring public safety and minimizing inconvenience to residents and visitors alike.

Overall, the Formula 1 Grand Prix represented a monumental occasion for Las Vegas, showcasing the city's capacity to host world-class sporting events while prioritizing safety and security. This after action report (AAR) dissects the key lessons and insights gleaned from this experience, with a view toward enhancing future operations and ensuring the continued success of events reflective of the vibrant tapestry of Las Vegas.

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PLANNING

PLANNING

This overview encapsulates the efforts made and lessons learned in organizing a large-scale event, emphasizing the importance of streamlined processes, early engagement, and strategic resource management to enhance overall efficiency and safety. It highlights the critical role of preparedness exercises and incident action plans (IAPs) in promoting operational readiness among key players, as well as related challenges, such as inefficient meetings, the late engagement of key personnel, and coordination issues with local departments. Highlighting credentialing difficulties and the need for collaboration during the circuit design process to ensure safe access and traffic management, this section suggests improvements to communication and coordination in future events.

PRE-EVENT

To address the event's complexity, a structured planning approach was adopted, designating lead planners for various critical tasks, including meeting coordination, cost estimation, and resource management for tactical support. This detailed planning structure, inspired by the organization of other large-scale events, aimed to ensure comprehensive coverage of all operational aspects, from staffing to tactical support.

This early planning phase showed potential, with the formation of key committees that worked closely with public safety organizations. This collaboration facilitated the early exchange of information and joint planning, efforts deemed beneficial. However, the planning process was hampered by an overabundance of large-scale meetings, many of which were unnecessary and redundant. A more streamlined process with a clear assignment of responsibilities would have greatly improved efficiency.

One strategy for consolidating these large-scale meetings involved combining them with those for the Super Bowl, scheduled within three months of the Formula 1 Grand Prix. This approach, intended to streamline the process, unfortunately diluted the specialized focus needed for each distinct event. Moreover, while the creation of 32 working groups was intended to promote thorough planning, it inadvertently led to longer planning cycles and potential inefficiencies. Suggestions were made to consolidate certain groups to enhance their effectiveness.

Also, a subcommittee oversight delayed LVGP's engagement in planning efforts. Not until 45 days before the event did LVGP representatives begin consistently participating in all of the working groups, including the intelligence and social media working groups, despite prior interactions with the LVMPD Events Planning Section. The department addressed this issue with LVGP, which agreed to participate in all future planning meetings.

Unlike the engagement with public safety, there was an apparent lack of cohesion and direction between LVGP and other organizations including various Clark County departments. Members of the Clark County Commission voiced concern about the ad hoc process, which often left crucial information unresolved until the final moments. This delay was exacerbated by LVGP's failure to provide essential documentation and plans as needed, forcing the county and LVMPD to address these gaps hastily in the months and weeks leading up to the event.

Several operational challenges during the event directly affected Clark County’s responsibilities. For example, LVGP’s neglecting to seek feedback and operational assistance during the buildout and execution process led to delays in permits and operational inefficiencies. Traffic management, infrastructural adjustments, and unexpected bottlenecks intensified these difficulties. Specifically, the early phase of construction suffered from poor communication, highlighting a general misalignment of expectations and information sharing between all parties involved. Many of these obstacles were resolved as the event grew closer, but future events warrant improvements in these areas.

PREPAREDNESS EXERCISES

LVMPD excelled in its preparedness for the Formula 1 Grand Prix event through meticulous planning and multi-agency drills, which were pivotal in identifying and rectifying operational gaps ahead of time. Despite the broad engagement and success in preparing for potential incidents, LVGP made an unexpected announcement about a significant event previously unknown to public safety organizations that had been omitted from the first tabletop exercise. This gap in information sharing highlighted another challenge that needed addressing before planning efforts could proceed.

The second tabletop exercise marked a significant step forward, especially in discussing drone mitigation strategies and response plans, showcasing effective collaboration among partners. This success, coupled with early engagement among critical infrastructure partners, set a strong foundation for strategic planning and information sharing, leveraging a global threat perspective to bolster security measures. These sessions also acknowledged the value of visual aids in illustrating the event’s scale and underscored the need for better organizational structures, such as establishing the plan for ABX 12-hour shifts early and improving leadership’s oversight of deployment plans.

INCIDENT ACTION PLANS

Challenges in estimating staffing needs resulted in disjointed IAPs across divisions. One key observation from this experience was that centralizing staffing coordination under the Events Planning team and holding early strategy meetings could streamline this process, promoting a unified approach to developing comprehensive estimates and clearer, more coherent IAPs.

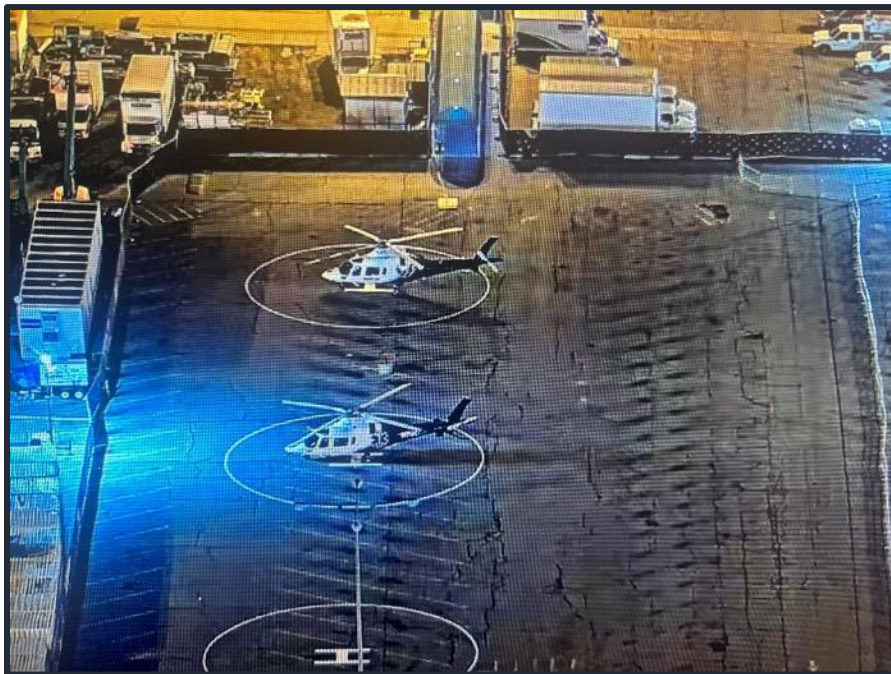
To prevent individual planners from becoming overwhelmed, these responsibilities should be distributed among multiple Events Planning Section officers for large-scale events. This approach would foster a team-oriented dynamic, enhancing the quality of planning and execution. The payroll process should also be refined by submitting IAPs in advance and systematically monitoring cancellations to mitigate payroll errors.

RESOURCE MANAGEMENT

Regarding staffing and resources, a strategic review of resource allocation highlighted the inefficiency of deploying the entire agency for the event. Instead, a more targeted approach based on specific team requirements should be considered in the future. The process of estimating available officers for the event encountered difficulties, leading to last-minute changes in resource allocation and staffing and underscoring the critical importance of accurate

resource forecasting. Proactive measures, such as site visits and detailed walkthroughs of the venue with assigned officers, proved instrumental in familiarizing personnel with the event layout, enhancing their preparedness for operational demands.

In the initial stages of planning, a critical mistake was made by not including a dedicated helipad for police helicopters. While helipads for medical purposes were set up in compliance with F1 regulations, the absence of facilities for law enforcement aircraft was a major oversight early on. This issue was eventually rectified just before the event started, but addressing it early in the planning process is advisable for future events. Moreover, the event also highlighted the need for a specific helipad for the F1 event filming helicopter, especially after incidents involving bird and bat strikes. These events led to a reevaluation of emergency landing procedures to guarantee the safety of all aircraft. Establishing a designated helipad for the event helicopter in advance could prevent such safety concerns at the last minute.



An example of the helipads used during the Formula 1 Grand Prix event in Las Vegas.

CREDENTIALING

LVMPD personnel encountered significant challenges related to the distribution and recognition of credentials for plainclothes law enforcement personnel. Delays and disorganization in the credentialing process adversely affected operational efficiency. To address these issues, a unified badge system should be established to facilitate easier identification of law enforcement officers. Furthermore, a dedicated law enforcement credential issued by Formula 1 Grand Prix, granting comprehensive access, is suggested as a key improvement.

Within the Paddock, LVMPD enforced security measures rigorously at entry points, demonstrating effective control. However, the multitude of badge types in circulation led to confusion among officers, complicating the enforcement of security protocols. To mitigate this

confusion and enhance security effectiveness, measures should be implemented for all individuals to display their badges prominently at all times. This approach would streamline the identification process and foster a more secure, organized event environment.

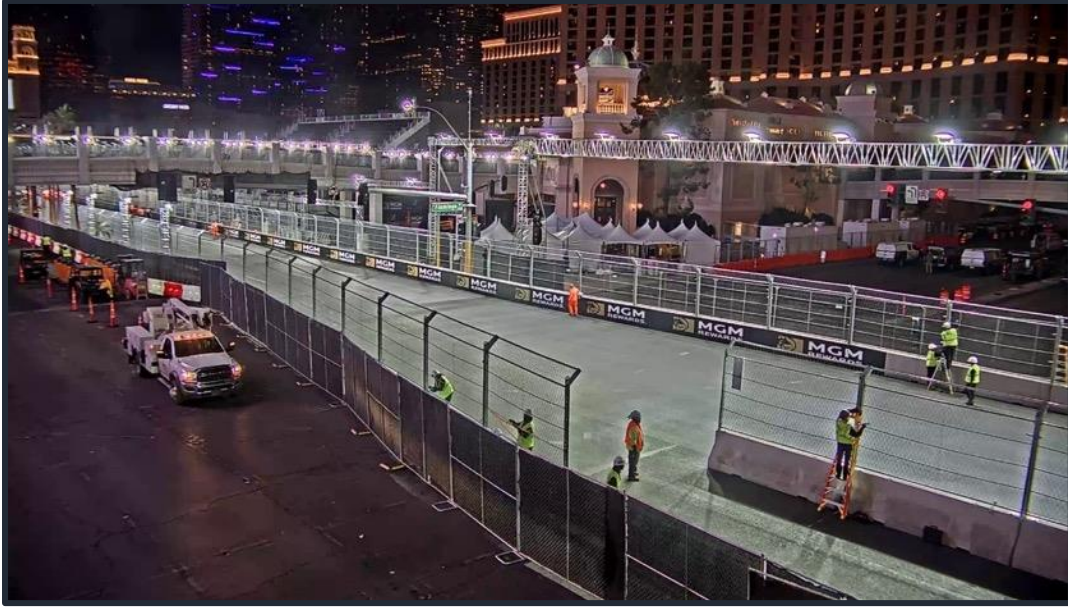
CIRCUIT DESIGN

In the circuit design phase, collaboration between LVMPD and the design construction company faced some early challenges, particularly in coordinating activities around the Strip and ensuring safe pedestrian access across bridges such as those at Audrie Lane and Flamingo Road. Improved communication with public works and other involved entities was identified as a crucial need. Representatives from LVGP underscored the importance of early engagement and decision-making to streamline traffic control and opening procedures, highlighting LVMPD's support and the value of preliminary meetings for gathering essential information.



A rendering of the circuit design, which encompassed the heart of the Las Vegas Strip.

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Crews building the track for the Formula 1 Grand Prix Las Vegas event.



One of two primary vehicle bridges designed off site for the event.

The planning process revealed problem areas, especially concerning pedestrian bridge usage, prompting discussions on strategies for safe crossing. The effectiveness of security teams' early

involvement and the establishment of clear communication channels, drawing on past experiences, played a pivotal role in addressing these issues. Collaborative efforts notably improved pedestrian movement around the track, demonstrating the benefits of partnership between LVMPD and event organizers.

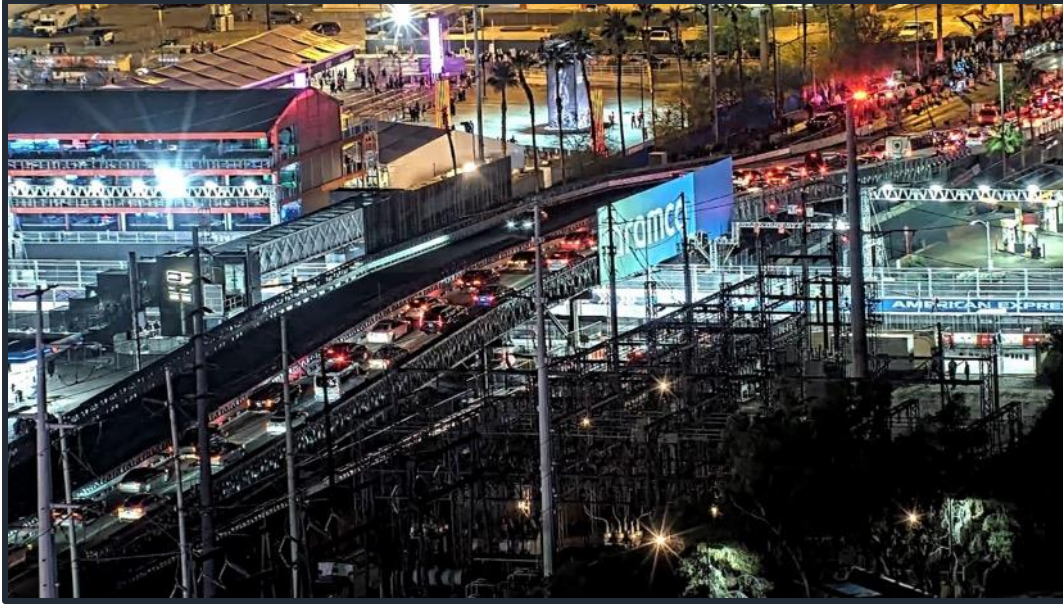
Successes in the planning phase were attributed to lessons learned and the development of a blueprint for future events. Strategies implemented by the Las Vegas Convention and Visitors Authority and LVMPD to enhance communication were particularly successful at facilitating smooth operations. Meanwhile, challenges with engaging the county's public works department, especially in finalizing traffic control plans, underscored the need for more direct interactions among all stakeholders. This approach aimed to enhance coordination and resolve conflicts.



Construction-related traffic challenges ahead of the Formula 1 Grand Prix event in Las Vegas.

Other notable challenges during the circuit design efforts included a lack of engagement with decision-makers, inefficient security staffing at key locations, and flawed design plans for the pedestrian bridges.

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One of the primary vehicle bridges in use during the Formula 1 Grand Prix in Las Vegas.



LVMPD Saturation Team briefing ahead of the event.

KEY FOCUS AREAS

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This section delves into the intricate details of managing the Formula 1 Grand Prix event in Las Vegas, dissecting various operational components crucial to the event's success. This section is subdivided into detailed analyses covering command and control, communication and coordination, staffing, equipment, incident response, partner agencies, and collaboration. Each subsection examines the challenges faced, the strategies implemented, and the lessons learned in these specific domains. Whether establishing coordination centers, addressing communication gaps, optimizing staffing, managing equipment logistics, responding to incidents, or collaborating with partner agencies, this section offers a comprehensive overview of the operational dynamics at play. It also presents recommendations for streamlining processes, enhancing efficiency, and ensuring a cohesive operational framework for subsequent events.

COMMAND AND CONTROL

In managing the Formula 1 Grand Prix event in Las Vegas, LVMPD established three coordination centers—Headquarters' Department Operations Center (DOC), the Unified Command Post at Switch, and the Multi-Agency Coordination Center (MACC) with the Clark County Fire Department—demonstrating functional redundancy with appropriate staffing. This efficient staffing model limited the Area Command's activation to the race night given the pre-race period's low activity, thus mitigating staff burnout.



Unified Command Post at Switch.

The event highlighted a critical gap in information dissemination, notably the absence of essential contact details and a comprehensive race schedule for all involved parties. This gap underscored the importance of ensuring the availability of a contact point or a minimal crew from each entity during daytime hours to address any incidents promptly. The challenge of immediate communication during shift changes, especially within the event's footprint, further accentuated this need.

By optimizing the layout and communication flow within the Unified Command Post, LVMPD could significantly enhance operational efficiency. For example, placing the traffic team adjacent to the Freeway and Arterial System of Transportation (FAST) team could have improved coordination for monitoring and adjusting traffic lights. Similarly, the choice to integrate the air boss into the Area Command facilitated more effective communication, validating its initial consideration.

To improve planning in subsequent events, LVMPD should establish clear operation times for Switch and the DOC well in advance. The spatial constraints of the Switch facility highlighted the need to consider the layout of command locations to boost communication and operational effectiveness.

Recommendations include ensuring that the Fusion Watch personnel arrive early during key moments like the opening ceremony and track closure to guarantee readiness. Moreover, designating Primary Watch commanders for different valley sectors would refine command and control during high-stakes incidents.

Furthermore, assigning a dedicated individual to the Traffic Command to monitor radio communications could prevent missed calls, as experienced with the South Strip Branch. The absence of regular radio updates on the situational status and adherence to IAPs underscored the need for periodic communications from the Traffic Command to clarify ongoing situations and ensure alignment with the planned timelines.

COMMUNICATION AND COORDINATION

LVMPD faced several communication challenges, starting with the introduction of multiple instant messaging systems. Despite the systems' potential for streamlining communication, personnel encountered difficulties with account setup and adapting to file-sharing capabilities. To address these issues and enhance efficiency, a proposal was made to consolidate communications under the most manageable platforms.

Radio communications also presented hurdles. The unexpected withdrawal of support from the Federal Communications Commission just two weeks before the event meant LVMPD had to coordinate additional testing sessions and overtime work to ensure radio communications were unaffected. Furthermore, delays in obtaining crucial frequency information from LVGP complicated preparation efforts. Despite efforts to anticipate radio communication challenges, the Technical Operations Section grappled with the complexity of managing multiple channels, including Zello, the TASS Channel, and the Event Channel. A shift toward using the Event Channel primarily and reserving the TASS Channel for special requests would improve focus and reduce confusion. Additionally, ensuring interoperable radio access for Special Weapons and Tactics

(SWAT) teams and better coordination between the Unified Command Post and field units would be beneficial.

Coordination efforts between Race Operations, Event Control, and the police department were also challenging. By delineating responsibilities between these entities, future events may realize better communication. Moving forward, communication and coordination could be improved by assigning a Central Command Area Command (CCAC) dispatcher to the Unified Command Post, thereby having a county representative on standby to address permit questions and establishing a more robust process for creating and reviewing IAPs.

The event also exposed communication gaps between the event organizers, service staff, and law enforcement, leading to challenges in managing guest inquiries and incidents. The late engagement of LVGP personnel in the intelligence and social media working groups, coupled with the exclusion of law enforcement from critical communications after the track failed during an incident, highlighted the need for more inclusive information sharing and the early integration of all stakeholders in the planning process.

STAFFING

In the course of the Formula 1 Grand Prix event in Las Vegas, staffing strategies were critical to ensuring the safety and smooth operation of the event. By proactively identifying vulnerable periods, such as the red-carpet ceremony, the department effectively allocated additional resources, thereby managing potential disruptions. Optimizing staffing assignments was essential, especially in critical coverage areas, with a special emphasis on CCAC to enhance security measures.

Feedback from attendees and local authorities highlighted the need to address policing inadequacies on the east side of the venue. Implementing modifications to ensure comprehensive coverage in these areas was a significant step toward mitigating security risks and bolstering event management.

Although staffing generally met operational expectations, there was room for improvement. In future events, LVMPD should deploy additional rovers in key areas and adjust personnel deployment times to align with revised closure schedules. These adjustments could further optimize staffing efficiency and event security.

The event's organizational structure presented challenges, including potential overstaffing, which led to duplicated efforts across command branches. The introduction of ABX at a late stage introduced confusion among staff, particularly those on overtime for the race. This sudden change, coupled with the decision to dedicate the workforce to ABX for eight consecutive days, left the department vulnerable to unforeseen issues, underscoring the absence of a robust contingency plan.

Reflecting on these experiences, while the staffing strategy for the Formula 1 Grand Prix event in Las Vegas largely succeeded in meeting its objectives, several areas could be improved. Streamlining the management structure to prevent the duplication of efforts, refining staffing assignments for better coverage, and developing contingency plans for unexpected changes represent critical steps for future events.

EQUIPMENT

A critical aspect of mobility on the racetrack involved having enough all-terrain-vehicles (ATVs) and enduro motorcycles, supplemented by the deployment of communication tools. Cellular deployables provided by T-Mobile played a pivotal role in ensuring communication redundancy at LVMPD Headquarters, at the MACC, and in the field. The addition of a mobile sensitive compartmented information facility (SCIF) significantly enhanced support for the Federal Coordination team.

Finding tablets to be inadequate, detectives in the Paddock Division were equipped with laptops and arrest paperwork to promote efficient processing on race day. In addition, personnel should be trained to use Brazos for Class 2 processing in order to streamline operations in future events. Finally, the department should provide refreshments for officers, mirroring New Year's Eve arrangements, to improve morale and operational efficiency.

As exemplified by Mirage security's accommodations, secure staging areas within the event premises were crucial for facilitating rest and equipment staging while minimizing transit time during critical operations. However, LVMPD faced credentialing challenges, particularly for radio personnel and those needing access to certain areas, underscoring the need for a more streamlined process.

LVMPD successfully pre-deployed cameras and information-sharing platforms, but in future events, the department should enhance infrastructure such as pedestrian bridges and utility vehicles to bolster operational capabilities. To address the accessibility of tactical gear and reduce response times, patrol vehicles stocked with necessary equipment should be positioned closer to operational areas.

INCIDENT RESPONSE

The vehicle pursuit that unfolded amid the egress of the Formula 1 Grand Prix event shed light on significant deficiencies within the operational frameworks of radio communication, channel identification, and command and control mechanisms. This situation underscored the critical need to communicate clearly and recognize the command structure's role in handling high-stakes incidents. The event highlighted that amid the bustling environment of a major sporting event, the potential for a suspect to endanger large groups of pedestrians dramatically escalates the stakes and complexity of any pursuit operation.

The incident illustrated the complexity of managing an emergency response at a densely populated event, where the sheer volume of people and the heightened potential for chaos amplified the need for precise command and control. The risk of the suspect's running over pedestrians during the Formula 1 Grand Prix egress accentuated the urgency for a coordinated response that swiftly adapted to the evolving scenario.

Establishing a clear Incident Command System (ICS) structure, understood across the various command centers, is of utmost importance. Nevertheless, confusion over the dissemination of critical information, decision-making authority, and the appropriate radio channel for incident coordination was a glaring issue. It highlighted the necessity for a well-defined chain of command within the ICS framework, ensuring that every participant knows who holds the

authority to make decisions in rapidly changing scenarios. Furthermore, the incident underscored the need for standardized procedures for selecting and communicating across radio channels to avoid any ambiguity that could delay response times or hinder operational effectiveness.

PARTNER AGENCIES AND COLLABORATION

Federal Agencies

The collaboration between LVMPD and its partners, spanning federal agencies to hotel properties, was pivotal in addressing the myriad challenges and operational needs encountered. LVMPD's successful effort to upgrade the event's Security Event Assessment Rating from Level 3 to 2, though achieved close to the event date, was critical. This change facilitated the allocation of federal resources, including the establishment of a SCIF to support the Federal Coordination team, enhancing the security framework significantly. The presence of personnel from DHS's Office of Intelligence and Analysis, Homeland Security Investigations, the FBI, and the Southern Nevada Counter-Terrorism Center in the DOC underscored the vital role of federal involvement in intelligence and information sharing, despite the challenges posed by a potential government shutdown and the actual resource constraints surrounding drone mitigation and canine units, for example.



Clark County Commissioner Mike Naft visiting the Unified Command Post for the Formula 1 Grand Prix Las Vegas.

Pre-formed partnerships with entities such as the Joint Hazard Assessment Team, Air Support, and Counter-Unmanned Aerial Systems groups, alongside robust communication systems enabled by providers like T-Mobile, further bolstered operational effectiveness. These collaborations were essential in overcoming the late confirmation of federal support and the logistical hurdles of securing accommodations for partners, a situation exacerbated by early bookings and governmental rate constraints.

Hotel Partners

On the hospitality front, many of the hotel partners faced operational challenges in managing crowds, ensuring security, and maintaining guest satisfaction amid increased traffic and unexpected road closures. Properties like Caesars Palace and Wynn Las Vegas navigated these issues by employing third-party security and managing pedestrian traffic, despite manpower shortages and logistical hurdles. The Venetian and the Westin, affected by road closures and traffic diversions, highlighted the need for improved communication and coordination with LVGP to facilitate guest movement and emergency response.

Despite these challenges, the proactive measures taken by hotel management, including regular meetings with LVMPD and tabletop exercises, played a crucial role in enhancing preparedness and emergency response capabilities. The collaborative efforts also revealed areas for improvement, particularly in establishing clearer communication channels and protocols for information sharing and credential distribution. The overall sentiment from the hotel partners was that the communication with LVGP could have been better.

Hotel partners appreciated the proactive approach of LVMPD leaders who engaged directly with them, conducting walkthroughs of their properties and facilitating smoother communication and a better grasp of operational procedures. However, there was initially no clear agreement between Tuscan Suites & Casino and LVGP organizers on LVMPD's access and parking arrangements, an oversight quickly rectified by the department to ensure it could respond rapidly to incidents.

Ultimately, strong collaboration and participation from all partners, including federal agencies, resort properties, and law enforcement, were instrumental in navigating the operational challenges of the Formula 1 Grand Prix event. Engagement with both local stakeholders and F1 representatives was crucial in enhancing communication, meeting logistical needs, and laying the groundwork for future events, underscoring that integrated planning and partnerships underlie the safety and success of large-scale public events.

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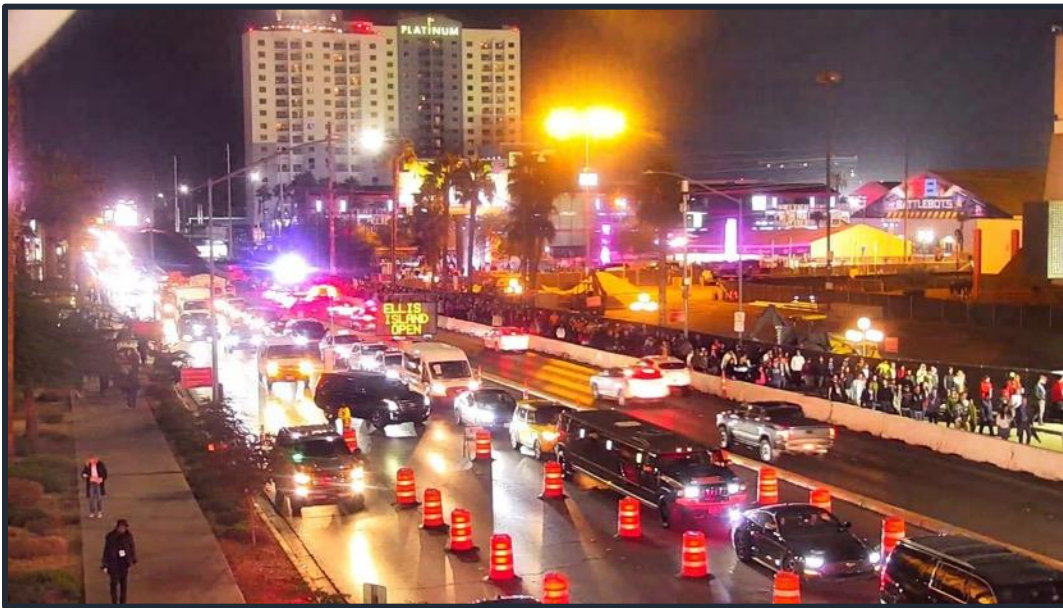
PRIMARY OPERATIONS

PRIMARY OPERATIONS

This section provides a comprehensive overview and in-depth analysis of the logistical and operational strategies implemented during the Formula 1 Grand Prix event in Las Vegas, focusing on traffic control, security operations, and the broader scope of emergency and event management efforts across various branches. This section critically evaluates the successes and challenges encountered in managing traffic flow, ensuring security, and coordinating Emergency Medical Services (EMS). It highlights specific interventions in traffic management, details the security operations targeting ticket scalping and forgery, and outlines the deployment and management of resources for effective crowd control and emergency response. By examining the operational intricacies of managing a high-profile event such as the Formula 1 Grand Prix, this section offers valuable insights into the planning, coordination, and execution underlying public safety, order, and smooth event proceedings. Interwoven in this section are recommendations for improvements aimed at refining strategies for traffic management, security operations, and emergency response in anticipation of similar large-scale events.

TRAFFIC CONTROL

LVMPD orchestrates a comprehensive strategy to manage the intricate dynamics of traffic flow, public safety, and emergency services coordination during major events. This detailed account outlines the strategic initiatives implemented, challenges encountered, and recommendations devised based on the department's operational experiences at the Formula 1 Grand Prix.



Example of vehicle traffic challenges during the Formula 1 Grand Prix in Las Vegas.

At the outset, strategic traffic management interventions proved pivotal at critical intersections. For example, at Fashion Show Drive and Las Vegas Blvd., this optimization involved reducing southbound left turn lanes on Las Vegas Blvd. into Wynn Las Vegas and establishing a new right turn from the Wynn Las Vegas valet onto northbound Las Vegas Blvd. These adjustments

significantly alleviated congestion and facilitated smoother vehicular movement, underscoring the effectiveness of targeted traffic control measures.

However, operational challenges surfaced near the intersection of Harmon Ave. and Las Vegas Blvd., primarily due to the protocols for vehicle screening at hotel parking garages, which led to considerable backups on Harmon Ave. The resolution came through a concerted effort with hotel management, allowing for vehicles to bypass screening checkpoints as necessary, thereby enhancing traffic flow and reducing delays, illustrating the value of collaborative problem-solving in traffic management.

Minimal adjustments were required near the ARIA Campus, with the focus shifting from pedestrian flow to traffic management due to the substantial distance between Las Vegas Blvd. and Tropicana Ave. The main complication there stemmed from signage confusion, whereby directions for U-turns inadvertently misled drivers.

Furthermore, deploying traffic strike teams proved a crucial component in the operational framework, particularly during peak times. These teams efficiently addressed incidents like vehicle accidents and disturbances, playing a vital role in maintaining order and ensuring smooth traffic flow in key areas, notably during the high-traffic conditions associated with the F1 events.

To enhance pedestrian safety and manage crowd dynamics effectively, organizers should reevaluate the placement of fencing against concrete barriers and adjust pedestrian egress strategies. Additionally, the strategic management of VIP shuttle operations, notably at the Venetian, through counterflow routing markedly reduced congestion, highlighting the impact of innovative traffic solutions for future events.

Recommendations for future events include the adoption of a more integrated communication strategy within the Unified Command Post, particularly between the Traffic and FAST teams for real-time traffic light adjustments. This report also emphasizes the need for flexibility in operational planning, particularly in terms of officer deployment and commitment to event-specific duties, to avoid premature withdrawals that could impact event security and traffic management.

Security measures around restricted areas and crowd management at key transit points, such as the Rochelle Ave. bridge, require further attention, including better barrier placement and enhanced officer presence to prevent unauthorized access and ensure orderly crowd movement.



Example of the congestion challenges on the pedestrian bridges.

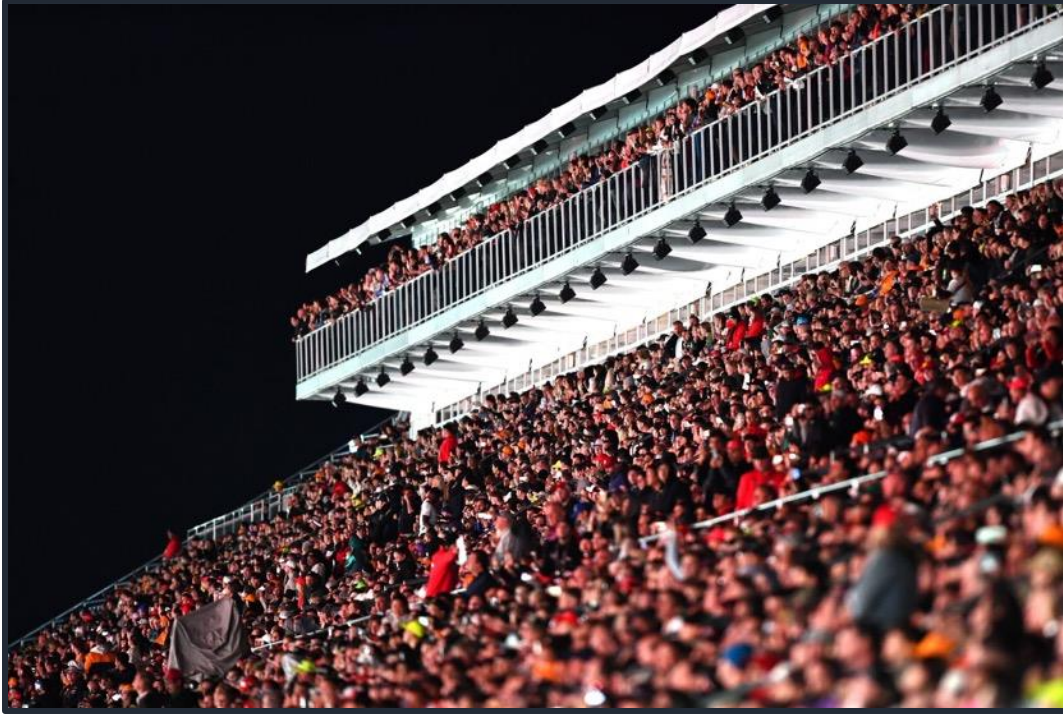
In conclusion, while the operational strategies employed during the Formula 1 Grand Prix in Las Vegas demonstrated LVMPD's capability in managing complex traffic and public safety scenarios, the insights gained underscore the need for continuous improvement. Addressing the identified challenges and implementing the suggested enhancements will be crucial for optimizing traffic flow, ensuring public safety, and facilitating efficient emergency services in future events.

SECURITY OPERATIONS

General Security Operations

In response to the logistical and security challenges posed by ticket scalpers and the emergence of forged lanyards during the Formula 1 Grand Prix event in Las Vegas, a multifaceted approach to security operations was adopted. The deployment of detectives specifically targeting these issues proved to be a crucial strategy in enhancing enforcement efforts and alleviating security concerns. A balanced police presence throughout the venue, rather than concentrated on Las Vegas Blvd., was essential in safeguarding against potential security breaches.

Security measures in the Paddock area, particularly the efforts of private security, played a significant role in maintaining the overall safety of the event. The implementation of a rigorous scanning system at entry points ensured that access was strictly controlled, contributing substantially to the security of the area. However, the success of these measures led to unexpected challenges, including a shortage of detectives capable of efficiently processing criminal activities, resulting in extended overtime hours. The complexity of the situation was exacerbated by the variety of badges used for access, causing confusion over their authenticity and undermining security protocols because patrons did not display badges prominently. Furthermore, the inadequacy of holding facilities within the Paddock area for the number of individuals detained highlighted the need for more equipped holding cells.



Example of the Paddock grandstands at capacity.

To address these challenges and enhance future event operations, LVMPD should establish a dedicated Paddock Division, which, subdivided into specific areas, would focus on targeted security and operational efforts. Assigning all officers and detectives within the Paddock and Paddock Club areas to LVMPD would streamline the arrest process and ensure that incidents are handled consistently. Staffing the Paddock Division with a mix of uniformed officers and detectives, including undercover personnel, would leverage additional databases and address the international scope of some criminal activities. Emphasizing badge management around the Paddock and Paddock Club areas would ensure that all law enforcement personnel have necessary access while maintaining strict entry control.

The presence of organized criminal groups targeting the Paddock area also necessitates an increased number of detectives to address and mitigate these threats effectively. Implementing the use of non-transferable wristbands and holding F1 employees accountable may also help address the misuse of credentials, a problem prevalent in the Paddock area. Additionally, improving awareness campaigns about the risks of purchasing resold tickets from unauthorized vendors, especially for international attendees, will be essential to preventing fraudulent transactions and enhancing the overall security of future events.

Strip West Branch

In managing the Strip West Branch during the Formula 1 Grand Prix event, a series of operational challenges and priorities were identified, necessitating strategic improvements and deployments. The event highlighted a critical need to install surveillance cameras along pedestrian walkways to mitigate bottlenecks and manage large crowd movements. Despite the deployment of officers to disperse the gathering crowds, pinpointing the exact causes of

pedestrian congestion proved difficult, emphasizing the need for enhanced monitoring and intervention strategies.



Example of pedestrian egress challenges.

The loosely attached tarps used as screens along the fence lines were another significant concern, as spectators frequently pulled these down, causing unexpected crowd formations and disruptions in pedestrian flow. This issue not only compromised track security but also necessitated the reallocation of resources from bridges and casino properties, causing operational strains and diminished staffing levels. The apparent lack of sufficient F1 and security personnel further delayed the resolution of these incidents, highlighting the importance of bolstering presence and response capabilities in future events.



Example of congestion issues caused by people tearing down tarps to see the event.

Pre-event planning and coordination across divisions, particularly those overseeing pedestrian bridges, were identified as essential measures for improving crowd management. The introduction of structured pedestrian flow strategies, including coordinated group movements and the strategic placement of officers, proved effective in alleviating congestion during event ingress. Additionally, establishing clear protocols for interacting with members of the public that are anti-police and enforcing pedestrian movement on bridges was deemed necessary to ensure the security and order of the event.



LVMPD officers keeping the flow of traffic on the pedestrian bridges.

The event highlighted concerns regarding inadequate law enforcement staffing levels for the size of the crowds. Collaborative efforts with on-site security were crucial in identifying and securing key areas vulnerable to breaches due to their proximity to the racetrack. This focus on critical locations, however, limited the availability of officers for other important areas, such as certain grandstands and entrance gates, underscoring the need for a more robust deployment strategy.

Identifying decision-makers with F1 during the event emerged as a critical factor in effective communication and problem-solving. Establishing direct lines of communication with F1 and security authorities facilitated operational discussions and swift decision-making, enhancing overall event management.

At the Bellagio Division, staffing levels were considered adequate, though the presence of a lieutenant at the Fountains Division might have been redundant. To improve staffing operations, distinct teams should be allocated to separate gate entrances, and rifles should be strategically placed to enhance security. In future events, teams should have immediate access to tactical gear, and LVMPD should inform hotel entities about equipment placement. Regarding vehicle parking and gear access, vehicles should be strategically placed to facilitate swift access to tactical equipment.

Strip East Branch

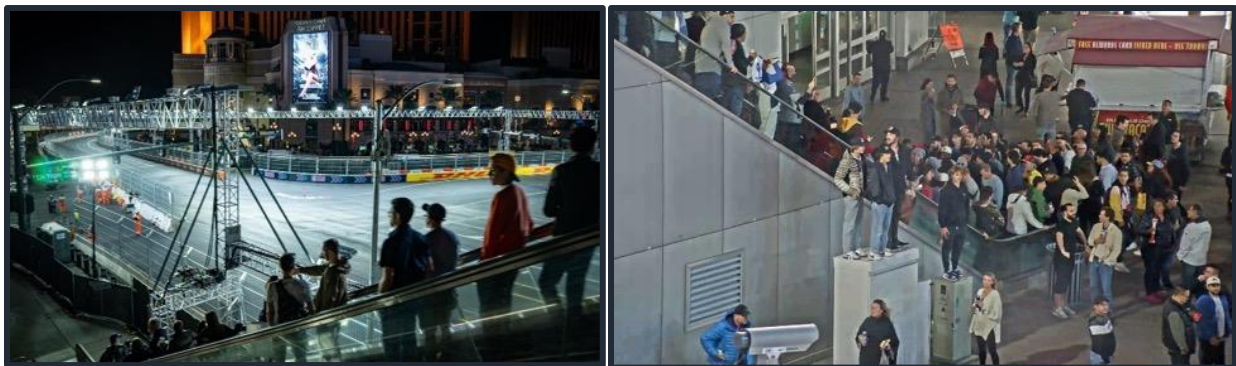
The Strip East Branch's comprehensive approach to operations management addressed various challenges while stressing potential areas for improvement. Central to the operational strategy was the smooth management of pedestrian flow, particularly in the critical alleyway between the Paris and Cabo Wabo toward Harmon Ave., adjacent to the Elara grandstands. The initial lack of security at the east entryway from Audrie Lane raised concern over delayed emergency responses, so a dedicated security officer was assigned to ensure uninterrupted traffic management toward Las Vegas Blvd.

Proper conduct among officers, specifically in not filming the race, was underscored by clear guidelines integrated into briefing materials. This protocol was aimed at maintaining the security and integrity of the event. The adaptation of IAPs to individual locations, rather than providing broad branch-based plans, facilitated clearer communications, specific guidance, and direct contact information, thus enhancing operational effectiveness.



LVMPD officer focused on crowd safety instead of distracted by the race.

Pedestrian traffic management, especially on bridges, presented notable challenges. Congestion due to individuals' using escalators as vantage points to view the race necessitated imposing one-way bridge access to improve flow. Squad deployment strategies also required reevaluation, with a push toward specific location assignments to enable rapid response, mirroring New Year's Eve strategies. Lieutenants and captains should enhance their pre-event coordination to further streamline operations.



Congestion issues caused by people riding the escalators to watch the race.



Pedestrian congestion caused by backed-up escalators.

In future events, LVMPD should establish a capability to shut off escalators as needed, strategically deploy officers with public announcement systems for crowd control, and facilitate seamless communication with assigned hotels for surveillance purposes. Centralizing command for all law enforcement personnel in the Paddock under LVMPD supervision would simplify the arrest process and ensuring consistent enforcement standards.

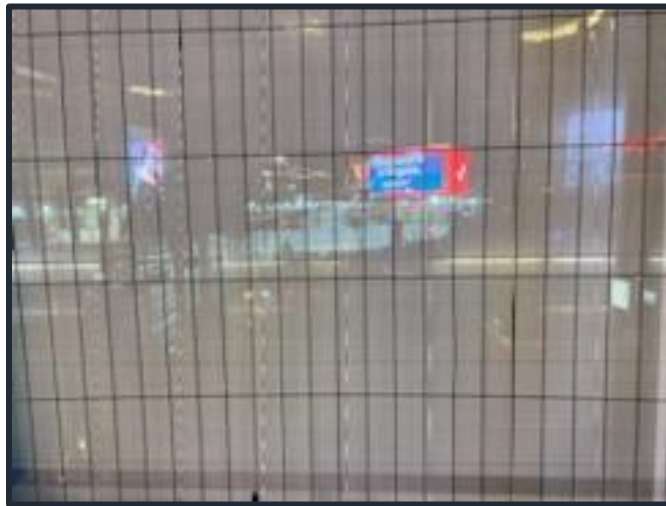
Additionally, staffing levels on race day were insufficient to manage the pedestrian flow on the bridges—one squad per bridge and additional floaters would be needed to manage congestion. The lack of an ordinance to prevent pedestrians from stopping on the bridges during special events, coupled with ineffective security film, underscored the need for better crowd management tools.



Congestion issues on the pedestrian bridges.



Example of people peeling off the screening from the pedestrian bridges ahead of the event.



Example of how the screening on the bridges failed to block visibility.

The Strip East Branch’s operations benefited from innovative solutions like the installation of cattle guards and the use of cones and tape to guide pedestrian movement. These measures, alongside the strategic placement of barriers and visual aids, contributed significantly to maintaining order and ensuring the safety and smooth progression of the event.

Event Branch

The Event Branch’s strategic deployment of officers was instrumental in maintaining a secure environment through optimal coverage across high-traffic and VIP areas. Despite facing resource allocation challenges, particularly with managing multiple entry points and sudden surges in pedestrian traffic, the team exhibited remarkable flexibility. Officers were efficiently reallocated to critical areas, notably the shuttle drop-off zone and the access road off Flamingo Road, to manage congestion and safeguard the public.

The event highlighted the need for vigilant security at entry gates, as evidenced by individuals' attempting to gain entry with fraudulent tickets. Although over 20 such individuals were promptly ejected, these incidents indicated limitations in incident documentation processes and underscored the need to enhance reporting mechanisms.

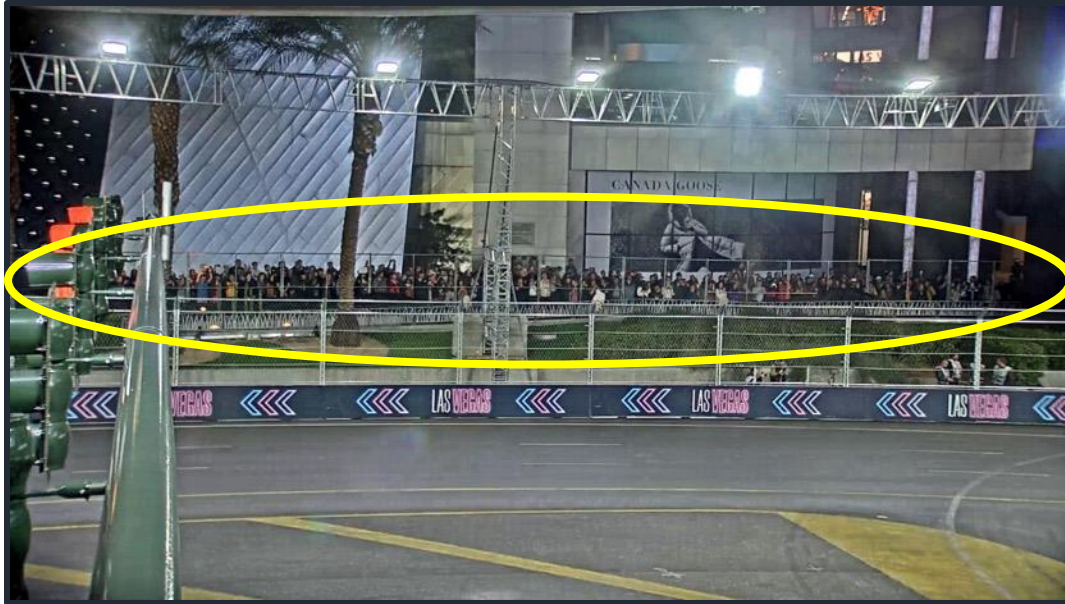
An unforeseen suspension of the event, prompted by infrastructure issues, tested the law enforcement team's crisis management capabilities. Despite these challenges, the Event Branch successfully implemented measures to manage crowd dispersal and maintain order, showcasing adaptability and resilience.

Looking ahead, LVMPD recommends the following enhancements to improve safety and efficiency in future events. Fencing should be installed against the concrete median barriers on Sands Ave. at Manhattan St. and eastbound to prevent accidents and injuries from attempts to cross the barriers. Additionally, the Venetian's F1 VIP shuttle operations need improvement to mitigate congestion.

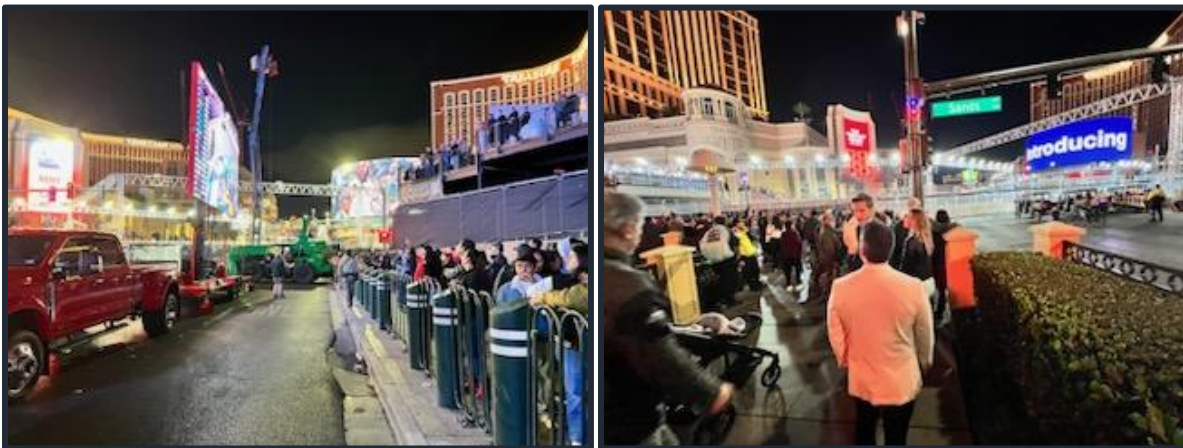


Example of the pedestrian egress and congestion challenges.

To facilitate better pedestrian access, an additional temporary pedestrian bridge over Harmon Ave., east of Las Vegas Blvd., should be considered. Moreover, the event identified security vulnerabilities at Harmon Ave. and Las Vegas Blvd. where pedestrians tampered with tarps meant to restrict track visibility. A redesign of this area would be essential to preventing potential safety risks and ensuring effective crowd control, highlighting the continuous need for strategic planning and operational flexibility in managing large-scale events.



Congestion caused by people removing tarp from fencing to see the race.



Congestion where the public gathered to see the race.

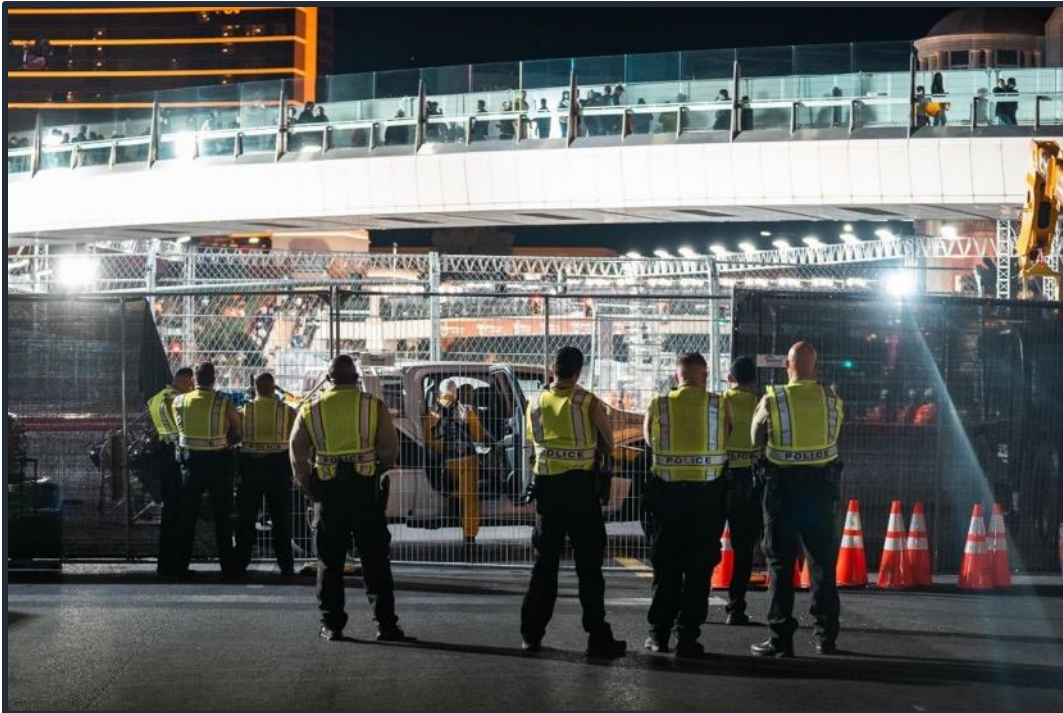
CCAC Branch

The CCAC significantly adapted its operations to the unique demands of the Formula 1 Grand Prix, moving beyond standard sector beats to establishing six zones with pre-positioned resources, thereby enhancing operational effectiveness. This adjustment was particularly critical for managing complexities within the racetrack footprint. Proactive measures, including intensified joint operations with Flex, commenced two months before the event to mitigate criminal activities, ensuring a secure environment for the race.

A key strategy for CCAC involved strategic nighttime operations, which were instrumental in making approximately 100 felony arrests and mitigating potential threats to tourists. The use of

ATVs and enduros greatly improved the mobility of personnel around the track, highlighting the importance of expanding these capabilities for future events.

Despite these efforts, the event revealed several areas for improvement. The visible presence of overt rifle carriers fell short of expectations, and the robust security presence along Las Vegas Blvd. left the perimeter's sides and rear vulnerable to breaches. Another challenge was the tendency of officers, particularly those from LVMPD, to cluster, in contrast to the effective spacing maintained by other agencies due to their diligent supervision. These shortcomings pointed to the need for a more balanced security deployment.



An example of officers grouping.

Additionally, the allocation of officers was disproportionately concentrated on Las Vegas Blvd., neglecting the track's perimeter and leading to potential security vulnerabilities. Furthermore, the Prisoner Transport (PT) units lacked integration and efficiency, particularly in arrest management and transport from the track's interior.

The event also underscored the need to plan preemptively for vulnerabilities, such as protester activities, during high-profile moments. Although the decision not to assign CCAC personnel to the IAP was deemed beneficial, it proved insufficient in covering all necessary areas from a crime prevention and response standpoint.

Operational challenges were further highlighted by the under-policing of the event's east side after the second day, the need for improved multi-channel communication, and the premature closure of the DOC on the final day. A significant disturbance near the Paddock on the last day

tested the limits of available resources, underscoring the need for the DOC to remain fully operational until the conclusion of all event-related activities.

FIRE AND EMS OPERATIONS

Stakeholders praised the effectiveness and efficiency of emergency response services during the Formula 1 Grand Prix event in Las Vegas. A key highlight was the minimal call volume during the event, attributed to the proactive strategies implemented by the Fire Department (FD), which included overstaffing and nightly communication with hotel management. This approach not only facilitated smooth operations but also fostered a positive reception from hotel staff, setting a precedent for future events.

Effective collaboration was a cornerstone of the emergency response, with the FD, Community Ambulance, and hotel coordinators working in tandem to ensure seamless operations. Nevertheless, their representatives could have been better integrated into the planning phase to bolster coordination efforts even further.

While collaboration and communication were generally successful, some delays in resource allocation indicated a need for optimizing communication channels to prevent bottlenecks. The FD's comprehensive response plan and increased staffing levels were crucial in boosting the overall response capability, although crowd control and evacuation strategies faced challenges due to congestion at key access points.

The challenges faced by emergency response services during the event were mainly logistical, including difficulties in accessing certain areas due to traffic constraints and issues with the credentialing process for FD personnel. These obstacles underscored the necessity of streamlining credentialing system for public safety personnel and refining traffic management plans to alleviate congestion and improve response times during event setup.

Despite these logistical hurdles, the FD's preparation and planning efforts, including exhaustive meetings and strategic planning, were instrumental in navigating the complexities of the event. The enhanced communication with key decision-makers and officials was particularly effective in addressing and resolving issues promptly.

The value of training and preparedness was evident, with tabletop exercises playing a significant role in refining emergency response services' processes and enhancing team cohesion. In future events, additional training and earlier role clarification meetings would build on the success of the emergency response efforts during the Formula 1 Grand Prix in Las Vegas.

In conclusion, the event highlighted the imperative for an improved credentialing system, the resolution of logistical challenges, and a more inclusive approach to planning, particularly regarding road closures and emergency service involvement. Despite the obstacles encountered, stakeholders were overwhelmingly satisfied with the emergency response, placing strong emphasis on the need for continuous vigilance and proactive measures in future events.

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SPECIALIZED OPERATIONS

SPECIALIZED OPERATIONS

This section examines the array of complex and nuanced operations undertaken during the Formula 1 Grand Prix event in Las Vegas, focusing on technical, air, intelligence, SWAT, K9, covert, Vice, dispatch and call-taker, and corrections operations. Each subsection provides a detailed analysis of challenges, successes, and areas for improvement in these specialized fields—ranging from the technical intricacies of drone mitigation and surveillance, to the strategic deployment of SWAT and K9 units, to the covert efforts to ensure event security and combat human trafficking. The section also delves into the critical support roles of dispatch and call-taking operations in managing event communications and the corrections operations involved in processing arrests efficiently. By highlighting key observations and offering targeted recommendations, this section aims to enhance the operational effectiveness and readiness for future large-scale events, ensuring a balanced approach to security, logistical support, and the integration of specialized operational teams.

TECHNICAL OPERATIONS

The coordination of scheduling between Switch and the DOC posed a major challenge for the Technical Operations Section. This issue emphasized the necessity for earlier and more consistent communication regarding operational dates and hours to streamline planning and ensure event readiness.

The establishment of dedicated spaces at Switch for critical stakeholders, such as TASS, Customs and Border Protection, the Federal Aviation Administration, and Formula 1 Grand Prix representatives, was recognized as a key strategy for improving drone mitigation communication. Such integration was deemed crucial given the event's vast scale and the intricacies involved.



Fusion Watch specialist using technology to keep the event safe.

Surveillance efforts, particularly through strategically placed cameras at Park Towers, the Signature at MGM Grand, and the Palazzo, were highlighted as a success, as they provided comprehensive coverage of key areas. The deployment of TASS teams around the track further enhanced surveillance and proved invaluable when technical issues arose with cameras at the Bellagio. The quick resolution of these issues by the West team illustrated the importance of having responsive and skilled teams on site. For future events, LVMPD recommends increasing the number and size of monitors at Switch to improve event oversight for Fusion Watch operators.

The debrief from the unmanned aerial system (UAS) teams shed light on the complexities of managing communications across multiple channels. To simplify cross-channel communications, UAS teams should use the Event Channel for primary communications and the TASS Channel for specific inquiries, which would streamline operations and increase efficiency.

Safety concerns were brought to the forefront, particularly regarding the interaction between Mercy Air operations and drone launch sites, as well as the flight patterns of private helicopters that were hired by F1 to film the event. These low-altitude flights necessitated the temporary halting of drone operations to ensure safety, impacting aerial surveillance efforts. These incidents underscored the critical need for enhanced communication and coordination with manned aircraft operations to avert operational conflicts in the future.

AIR OPERATIONS

The reassignment of the air boss to the DOC marked a significant shift from the conventional setup within the Air Support hangar. This strategic change, though initially received with

skepticism, turned out to be a crucial operational improvement. This move, bolstered by the installation of a base station radio at the DOC, greatly enhanced communication effectiveness between ground operations and the Air Unit. This technological upgrade allowed the air boss to seamlessly monitor direct broadcasts from the base station to the Air Unit, highlighting the critical role played by the Radio Shop in developing a strong communication infrastructure. The integration of these elements—strategic placement of the air boss and advanced radio communication—proved to be an invaluable asset to the operation's overall success.

INTELLIGENCE OPERATIONS

F1 played a critical role in enhancing security and operational effectiveness by disseminating notifications and requests for information. These communications were instrumental in identifying and mitigating the impact of disruptive individuals early on. However, the effectiveness of these notifications began to wane over time, as the clarity and relevance of the information provided decreased, leading to confusion over persons of interest and their links to previous incidents.

Collaboration with Regional Information Sharing Systems and DHS Intelligence and Analysis units proved useful. Their involvement not only facilitated system checks and information sharing but also underscored the importance of early integration of such resources into the planning phase.

During the event, the intelligence and social media working groups were combined to reduce redundancy, given their overlapping functions. This reorganization faced challenges, particularly in adapting to communication platforms like the Homeland Security Information Network. Some participants, including FBI personnel, were unfamiliar with the platform, highlighting a pressing need for comprehensive training and better familiarization with these essential tools.

Feedback from partners at the FBI and DHS stressed the need to maintain designated communication platforms tailored to different levels of information sensitivity. The initiative to develop a memorandum of understanding for information sharing between the intelligence and social media teams, coupled with specific shift monitoring commitments, marked a pivotal step toward more efficiently disseminating information. These measures were aimed to bolster the overall effectiveness of intelligence operations supporting the safety and security of large-scale events such as the Formula 1 Grand Prix in Las Vegas.

SWAT OPERATIONS

LVMPD's SWAT team, in collaboration with tactical units from partner agencies, played a crucial role in safeguarding the Formula 1 Grand Prix in Las Vegas. The operation kicked off with an in-depth briefing on November 15, 2023, at the SWAT hangar, outlining the specific duties and responsibilities for each unit throughout the event. Following the briefing, SWAT units were strategically positioned at two key sites near the Paddock area for the opening ceremonies to ensure they were primed for a rapid response if needed.

From November 16 to 18, the LVMPD and FBI SWAT teams took up positions at 10 strategic locations surrounding the racetrack. Positioned in these areas by late afternoon, their mission

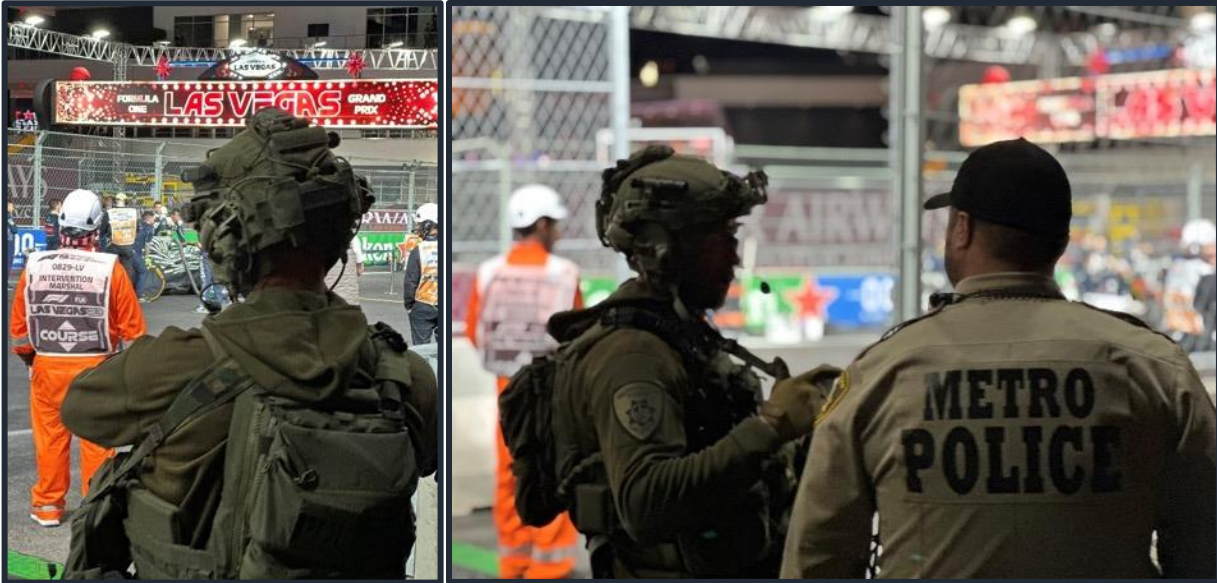
was to offer a swift tactical response capability both inside and around the perimeter of the track. Despite fluctuating pedestrian traffic over these days, the absence of significant incidents underscored the effectiveness of the SWAT teams' strategic placement and patrolling strategies.



LVMPD SWAT officers working the Formula 1 Grand Prix in Las Vegas.

Based on SWAT's deployment during the event, LVMPD recommends several refinements for future tactical operations. A critical success factor was the strategic choice of staging areas, enabling efficient surveillance and quick action against potential security threats. To further enhance mobility and response times, SWAT should incorporate utility task vehicles (UTVs) or mobile carts for easier navigation between crucial points.

SWAT units faced access restrictions during the event, attributed to either perceived intimidation or credentialing issues, highlighting the need to give specific access permissions to SWAT officers to guarantee their unhindered operational capability.



LVMPD SWAT and Saturation Team officers working the event.

Moreover, unanticipated deployments of tactical teams from other agencies in fan zones and grandstands without LVMPD SWAT's prior knowledge called attention to the need for better coordination and integration, ensuring a unified tactical response during critical situations.

Aerial Platform Operations (APO) proved invaluable in offering a comprehensive overview of the event for real-time intelligence and threat assessment. For future events, additional teams should be introduced to enhance the APO's operational duration, thereby bolstering security measures further.

Last, concerns raised over pedestrian traffic management and the breach of perimeter barriers by large spectator groups led to suggestions for a heightened patrol presence and a reevaluation of barrier solutions to prevent unauthorized access and maintain crowd control.

K9 OPERATIONS

The deployment and utilization of Explosive Detection Dog teams encountered several logistical challenges that impacted the efficiency of operations. Notably, an alert in the Koval Lane section could not be immediately addressed by an experienced LVMPD K9 sergeant from the Paddock area because private security restricted the sergeant's access based on credentials. This incident underscored the need for a more flexible credentialing system that would allow key personnel to move freely in response to operational needs.

Furthermore, the operation faced hurdles with the availability of personnel authorized to access certain areas during critical times. The Paddock area, identified as a priority for sweeps, experienced delays because there was only one individual available with the necessary key for room access. This bottleneck significantly slowed the process, emphasizing the importance of having multiple authorized individuals or a more streamlined access protocol in place.

Additionally, there was initial confusion regarding the deployment of K9 units at the event. The initial directive for K9 units to stay behind the scenes until needed did not fully leverage their capabilities. It was later recognized that all federal dogs were trained in vapor wake detection, a method critical for enhancing event security by identifying threats in dynamic environments. This realization highlighted the value of incorporating K9 units more proactively in security operations.

Overall, these experiences suggested the need for improved planning and coordination in the use of K9 operations. Enhancing credential flexibility, ensuring sufficient access capabilities, and better integrating specialized detection skills such as vapor wake into the security framework would be key steps toward optimizing the effectiveness of K9 units in future events.

COVERT OPERATIONS

The event experienced an unexpected surge in pedicabs on the streets, often violating traffic laws without adequate enforcement, which highlighted the need for targeted teams to manage traffic violations during peak times to safeguard pedestrians and drivers. This approach would necessitate a focus on licensing compliance and enforcement to maintain public safety and order.

A significant adjustment involved an increase in plainclothes detective staffing on Friday night, a move initially met with hesitation by F1 organizers. The heightened activity underscored the need to prepare for augmenting staffing levels preemptively, ensuring a robust response to any situation that arose. However, with the plainclothes operations among casino and Sphere security personnel came communication challenges. Regardless of management's awareness, all security staff should be briefed on covert operations in future events to foster operational synergy and enhance safety.

Credentialing issues also emerged, with plainclothes detectives facing access limitations that impeded their effectiveness. To address this issue, LVMPD proposes introducing specific law enforcement credentials that allow detectives comprehensive access, so they may operate with the necessary flexibility and efficiency.

Unauthorized access by cleaning staff to restricted areas revealed security vulnerabilities, including an individual linked to organized retail crime who was apprehended by detectives. This incident stressed the importance of stringent access controls and vetting processes, necessitating a review and enhancement of these measures by F1 organizers to mitigate potential threats.

The event's global appeal brought to light the crucial role of on-site DHS and FBI support to address the international ties of detained individuals to broader criminal trends, highlighting the need for immediate assistance and deconfliction. This insight called for a reassessment of federal agency involvement and staffing levels for future events to ensure a rapid and effective response to international security concerns.

Additionally, challenges with surveillance system access and coordination were identified, including uncertainties around video surveillance management and retrieval. This issue pointed

to the need for better coordination and established protocols to ensure effective use of surveillance resources in support of covert operations.

Moreover, the initial mishandling of individuals stopped by security, who were merely escorted from the premises without the covert teams' knowledge, revealed a critical need for enhanced communication and protocols with F1 security staff. Such an improvement would ensure that all detentions are appropriately managed and escalated when necessary, safeguarding the integrity of covert operations.

Overall, when implemented, these recommendations will address the identified challenges and enhance the effectiveness of covert operations in future events through better planning, communication, and coordination.

VICE OPERATIONS

During the inaugural Formula 1 Grand Prix race in Las Vegas, the Vice Section of LVMPD led a pivotal operation to tackle human trafficking, demonstrating a robust commitment to safeguarding the community. This operation, anchored at the Vice Office at LVMPD Headquarters, spanned a week and saw the collaboration of local, state, and federal agencies, including the FBI, Homeland Security Investigations, Nevada Parole and Probation, and local police departments. Together, these organizations embarked on a mission to rescue victims and arrest traffickers, with activities intensifying from the early evening through the morning hours.

A critical component of this operation was the establishment of an advocate call center, spearheaded by Signs of Hope/RISE, which dispatched advocates into the field to provide immediate support to rescued victims. The National Center for Missing and Exploited Children (NCMEC) played an instrumental role by identifying trafficked children, thereby facilitating timely intervention and support from law enforcement.

The success of this extensive operation was underpinned by meticulous planning, including multiple in-person meetings and a comprehensive training day dedicated to equipping all participants with the skills and knowledge needed to navigate the F1 race environment. This preparation emphasized the importance of interagency cooperation and effective communication.

Operationally, the Vice Operations Center ensured seamless coordination across teams and leadership, with the integration of NCMEC and the Criminal Investigations Unit into the center to rapidly identify and recover juvenile victims. To improve the efficiency of processing arrests, a Vice CCDC "ambassador" was positioned at the detention center to streamline the booking process and minimize paperwork errors.

However, the operation encountered logistical challenges, particularly in transporting the high volume of detainees, which strained resources and underscored the need for a more streamlined approach. To address these issues in future events, LVMPD should appoint a CCDC ambassador for all operational days, dedicate a PT van exclusively for Vice enforcement, and establish a specialized transport team for male suspects, aimed at improving the efficiency of prisoner transports.

DISPATCH AND CALL-TAKER OPERATIONS

The Formula 1 Grand Prix in Las Vegas required an exceptional level of coordination and support from communications personnel across multiple locations, including LVMPD MetroComm, the Communications Annex, Switch, and the LVMPD Headquarters' ACTION room. The cornerstone of the event's success was the sophisticated planning, coordination, and scheduling that took place well in advance. The completion of scheduling and overtime postings provided a comprehensive overview of staffing while detailed IAPs ensured preparedness for any situation, including the possibility of evacuations from MetroComm. To enhance operations, an extra dispatcher was assigned to a specific console during key operational periods, and the establishment of a 7100 radio computer for direct communication marked a significant upgrade from previous setups, designating the base station as a secondary option.

Pre-event preparations were thorough, involving collaboration across departments and agencies, highlighted by several meetings and a tabletop exercise to refine scenarios and response strategies. The early setup and testing of Computer Aided Dispatch (CAD) equipment at Switch and the DOC at Headquarters were critical to the event's communication infrastructure. The integration of an FD employee into the communications team and the use of a specialized email for F1 unit logging exemplified the innovative strategies employed to streamline operations and enhance efficiency.

However, the event also presented opportunities for improvement. Recommendations include engaging dispatchers in planning exercises and site tours to improve their situational awareness, appointing a single point of contact at the management level to streamline efforts, and establishing clear communication channels for handling call deviations.

LVMPD also proposes enhancing operations by assigning specific tasks to dispatchers, improving dispatchers' familiarity with event layouts and protocols, and adjusting seating arrangements at Switch to improve communication and operational efficiency. Moreover, making timely IAP updates and maintaining clear communications across operational sites should be emphasized to ensure smooth execution for future events.

Logistical complexities and financial considerations, including CAD limitations and the management of personal time requests, highlighted the challenges of supporting an event of this magnitude.

CORRECTIONS OPERATIONS

DSD was instrumental in addressing the surge of arrests during the Formula 1 Grand Prix in Las Vegas, showcasing a robust response to the unique demands of such a large-scale event. A key strategy that enhanced operations was the placement of additional patrol liaison officers in the booking area, which significantly bolstered the efficiency of PT vans. This adjustment facilitated a more organized reception of arrestees, ensuring thorough searches of property, accurate paperwork submission, and timely pat searches and medical transports as needed. The liaisons' focus on Vice arrests, however, highlighted the potential for expanding this effective approach to encompass all types of arrests.

Efforts to streamline the booking process revealed areas for enhancement, particularly in clarifying the roles of PT units. The majority of transports, primarily originating from CCAC and Vice operations, were not directly linked to the event itself, suggesting that a clearer delineation of PT units' responsibilities could reduce the overall arrest volume and alleviate pressure on booking facilities. LVMPD recommends preparing the booking floor in advance and increasing staffing during key event periods to address the influx of arrests more efficiently.

The operational analysis underscored the necessity for dedicated PT vans, especially for handling the heightened activity of Vice operations during peak nights. The strategic assignment of PT units to less congested communication channels, such as the event's Traffic channel, enhanced communication efficiency. Challenges encountered with the PT vans' navigation around the track emphasized the effectiveness of utilizing UTVs for detainee transport, indicating a need for an increased number of UTVs for future events.

Incorporating DSD into the event planning process at an earlier stage would ensure that both staffing and jail facilities are adequately prepared. The IAP for the division highlighted several areas for improvement, including the need to enhance communication between PT officers and booking liaisons, coordinate detainee drop-off times to streamline processing, and ensure consistent leadership throughout the event. Moreover, PT vans should be equipped with necessary supplies such as restraints and property bags, and PT units should attend detailed briefings before the event.

Operational logistics, particularly the placement of PT vans, presented challenges to discreet and efficient suspect management. One proposed solution would involve relocating the PT van closer to strategic points, such as the VIP entrance near the Paddock, to facilitate smoother operations. Additionally, directing DSD PT communication through the CCAC channel would be beneficial for coordinating arrest strategies and deployment across different operational areas.

FINANCIAL OPERATIONS

Over the course of six weeks, encapsulating three payroll cycles, LVMPD embarked on a diligent process to compile and submit all requisite overtime documentation to the accounting department—a preliminary step in accurately billing F1 for the extensive services rendered during the event. This meticulous process, however, was met with its own challenges when it took F1 an additional six weeks to clear the submitted invoice. This delay required LVMPD to bear the substantial overtime expense, approximately \$2.3 million, effectively doubling the timeframe to a total of 12 weeks of financial burden. Under the operational guidelines of F1 events, any assisting agency, LVMPD included, would manage personnel costs from its own operational budgets without the expectation of receiving external compensation.

In parallel to the financial logistics, LVMPD's specialized units, which play a pivotal role in ensuring the safety and security of such large-scale events, faced their own set of challenges. These units, dedicated to conducting special operations, necessitated additional funding to effectively manage their responsibilities. Specifically, future monetary contributions from F1 toward Vice/human-trafficking and Saturation Team efforts would significantly empower LVMPD to maintain, if not enhance, its commitment to providing exceptional services to the community.

The absence of such financial support had previously impacted grant funding for the LVMPD, underscoring the need for more robust financial backing.

The event also exerted pressure on the CCDC, which reported a noticeable increase in bookings. Although this surge did not directly impact its overtime budget, it highlighted a missed opportunity for better resource allocation, particularly for increasing staffing levels to manage the uptick efficiently. Notably, this increase was largely attributed to proactive measures taken by CCAC in support of the event rather than direct outcomes from the event or its associated initiatives.

Adding another layer to the complexity of event management were unauthorized overtime submissions for staffing that occurred without the knowledge or approval of the event planning lieutenant and were not accounted for in the original cost estimates. This oversight highlighted the need for a more streamlined and accountable process for managing and approving overtime submissions.

In addressing these challenges, several strategies emerged from post-event analyses and discussions with local government officials. One significant proposal involved adopting a more structured approach to documentation and billing. By meticulously logging the time and manpower invested in preparatory meetings, LVMPD could ensure that all aspects of event planning and execution were accurately reflected in the total costs billed to the event host. Furthermore, the establishment of a comprehensive list for the payroll department, detailing all supporting bureaus responsible for submitting overtime claims, was recommended. This system, akin to practices adopted for other significant events like New Year's Eve, would facilitate more efficient follow-up and processing of overtime claims, ultimately streamlining the overall billing process.

Finally, the narrative underscored the imperative for collecting payment upon an event holder's receipt of invoice, ensuring financial responsibilities are promptly met. Additionally, the importance of securing funding for specialized unit operations was highlighted, demonstrating the essential role these units play in enhancing preparedness, safety, and the overall success of such events. As LVMPD navigates the complexities of managing financial and operational logistics for large-scale events, these insights and proposed strategies offer a blueprint for more effective and efficient event management practices, ensuring both safety and financial accountability are maintained at the highest standards.

KEY TAKEAWAYS

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This section distills the essential insights and lessons gleaned from the comprehensive AAR of the Formula 1 Grand Prix in Las Vegas. It is organized into three pivotal subsections—positive outcomes, lessons learned, and recommendations—each providing a focused analysis of various aspects of the event’s management and execution. This section highlights achievements in pre-event preparation, coordination among first responders, and innovative traffic management strategies that contributed to the event’s overall success. It also delves into challenges faced, such as communication and trust issues among organizers and local officials, internal communication gaps, and late planning deliverables, offering a candid assessment of areas needing improvement. Finally, the section proposes actionable recommendations aimed at enhancing future events, including improvements to communication, planning, staffing, and resource allocation. This structured analysis not only celebrates the event’s achievements but also critically examines shortcomings to foster learning and improvement for future large-scale events in Las Vegas and beyond.

POSITIVE OUTCOMES

- **Pre-event preparation:** The event benefited from thorough planning, coordination, and scheduling efforts. As a new and large-scale endeavor, the level of preparedness was commendable. IAPs were completed in advance, offering daily updates on personnel on duty and establishing contingency strategies.
- **Effective coordination among first responders:** The collaboration among first responders was notably successful. Pre-existing relationships played a crucial role in this achievement. Communications between Fire and EMS departments were efficient, with nightly contacts with resort properties well-received and contributing to a seamless coordination effort. Overstaffing by Fire and EMS acted as a prudent measure, resulting in minimal call volumes and no reported issues.
- **Training exercises:** The value of tabletop exercises was universally acknowledged as a critical component of the training for all participants, enhancing the overall response capability.
- **Traffic management:** Despite challenges with traffic management and access for Fire/EMS, the vehicle traffic flow during the event was more manageable than expected. This success was attributed to effective traffic planning, the deployment of traffic strike teams, strategic public messaging, and strong coordination among all involved parties.
- **Incident response and safety planning:** Fire and EMS demonstrated their capability to respond to all incidents efficiently due to their operational footprint. Detailed plans for mass casualty incident response and driver safety were particularly beneficial.
- **Adaptability and continuous improvement:** The event showcased adaptability, with improvements made in real time, such as the enhancement of the egress plan to alleviate pedestrian congestion. This ability to learn and adjust strategies from one night to the next was a key factor in the event’s success.
- **Communications and equipment setup:** Prior to the event, critical communications and command equipment, such as CAD equipment at Switch and the Area Command at

Headquarters, was set up and tested. Necessary supplies were delivered to both locations, ensuring readiness. Additionally, improvements involving communication tools, such as a 7100 radio computer set up for use, enhanced communication effectiveness compared to previous events.

These elements collectively underscore the event's operational success, demonstrating the effectiveness of comprehensive planning, robust coordination, and the ability to adapt to challenges in real time.

LESSONS LEARNED

- **Communication and trust issues:** There was a noticeable gap in trust and consistent communication between LVGP organizers and local government officials, leading to multiple instances of miscommunication. This misalignment resulted in the diversion of significant county resources, causing delays in other projects and uncompensated overtime for many involved.
- **Internal communication gaps:** Communication deficiencies were also evident within the hospitality sector, causing concern among employees about logistics related to their work commute during the event.
- **Meeting overload:** The event planning phase was characterized by excessive meetings, which, despite their frequency, disseminated little substantial information. These overabundant meetings not only detracted from the productivity of the involved personnel but also delayed the development of a coherent plan.
- **Late planning deliverables:** Essential components of the planning process, such as the traffic management plan, were delivered late to Clark County, hindering adequate preparation. Furthermore, pedestrian and security management faced challenges due to unexpected congestion at critical points, highlighting the need for better crowd control strategies.
- **Operational readiness and accessibility:** The operational schedule of LVGP did not accommodate the round-the-clock nature of event planning, impacting the availability of decision-makers for critical discussions. This limitation, coupled with delays in permit acquisition and assistance requests, adversely affected overall event readiness and response efficiency.
- **Communication coordination:** The event underscored the necessity for a centralized communication commander to oversee critical incidents, ensuring a coherent and authoritative command during emergencies.
- **Resource and security shortfalls:** There were notable deficiencies in accommodations for construction workers and first responders, as well as in the provision of adequate private security forces, leading to operational challenges.
- **Credentialing and infrastructure issues:** Credential management proved a significant hurdle, alongside infrastructural challenges such as inadequate cellular service in key areas, monorail reliability issues, and the complexity of road closures within the event's extensive footprint.

- **Law enforcement and security coordination:** Coordination among federal law enforcement resources, including K9 and SWAT teams, faced restrictions in movement, undermining the effectiveness of police operations. Additionally, there was a need for earlier activation of critical operational components like the Fusion Watch and enhanced investigative presence in high-profile areas to address theft and other financial crimes effectively.

These findings highlight the necessity for improved planning, communication, resource allocation, and operational flexibility in future events to enhance safety, efficiency, and overall event success.

RECOMMENDATIONS

1. Ensure LVGP provides a liaison accessible around the clock for continuous communication and coordination throughout the entire event.
2. Public works should avoid engaging in non-essential road construction activities before events to minimize disruptions.
3. Work closely with F1 to resolve the credentialing process issues, ensuring all officers have all-access credentials before the event.
4. Require that all necessary paperwork and licensing be completed well in advance of the event.
5. Integrate Fire/EMS into the road closure and traffic planning processes to ensure safety and accessibility.
6. Ensure F1 submits its plans at least eight months before the event for adequate preparation time.
7. Stagger shifts for employees to manage fatigue and ensure continuous operations.
8. Shut down escalators during events to prevent spectators from using them to watch the race.
9. Provide more UTVs for efficient movement around the event.
10. Establish clear lines of command and reduce the number of command centers for centralized leadership.
11. Deploy additional security teams to manage crowd movement and ensure continuous flow.
12. Include dispatchers in tabletop exercises and event site tours to improve operational efficiency.
13. Allocate dedicated UTVs or mobile carts for SWAT and tactical teams for rapid movement.
14. Assign a specialized investigative team to be present and available for any concerns during the event.
15. Operate aerial platforms throughout the event to enhance surveillance and response capabilities.

16. Develop a comprehensive drone response plan detailing jurisdiction and operator engagement.
17. Dedicate helipads for law enforcement air asset use only and one helipad for the contracted filming helicopter to ensure safe emergency landing protocols are available for all aircraft assigned to the event.
18. Ensure sufficient and consistent staffing for the PT liaison officer role with specific assignments.
19. F1 organizers should encourage more involvement and community engagement activities with LVMPD families.
20. Ensure the early arrival of Fusion Watch personnel for all command post operations.
21. Integrate a CCAC dispatcher within the Unified Command Post to streamline communications.
22. Have a county representative on standby to address permit questions.
23. Establish a more robust process for the creation and review of IAPs.
24. Deploy additional rovers in key areas and adjust personnel deployment times to revised closure schedules.
25. Adopt a more integrated communication strategy within the Unified Command Post for real-time traffic adjustments.
26. Allocate distinct teams to separate gate entrances and strategically place rifles for enhanced security.
27. Facilitate seamless communication with assigned hotels for surveillance purposes.
28. Implement fencing against the concrete median barriers on Sands Ave. at Manhattan St. to prevent crossing attempts.
29. Improve the Venetian's F1 VIP shuttle operations to mitigate congestion issues.
30. Increase the number and size of monitors at Switch to improve event oversight for Fusion Watch operators.
31. Simplify communications by using the Event Channel for primary communications and the TASS Channel for specific inquiries.
32. Prepare the booking floor in advance and increase staffing during key event periods.
33. Ensure PT vans are equipped with necessary supplies such as restraints and property bags.
34. Provide a list to the payroll department of all supporting bureaus that will be submitting overtime for the event, ensuring that payroll can follow up after an event if overtime has not been submitted.

CONCLUSION

This AAR for the 2023 Formula 1 Grand Prix in Las Vegas is a comprehensive document that encapsulates the extensive planning, execution, and evaluation phases of the event. It highlights the collaborative efforts undertaken by LVMPD alongside various stakeholders to ensure public

safety, efficient traffic management, and effective incident response. The report identifies several challenges encountered during the event, including issues related to communication, coordination, staffing, and equipment management, offering constructive recommendations for future improvements.

Crucially, this AAR underlines the significance of adopting a learning organization mindset, emphasizing the need to integrate lessons learned into planning and operations for future events. This approach is pivotal for Las Vegas, a city with a promising future and an ever-growing calendar of large-scale events, necessitating continuous investment in public safety resources and support.

LVMPD, with its exemplary record of orchestrating event safety, is lauded for its officers' dedication to community protection. Their tireless efforts are not just about maintaining order; they exemplify the department's commitment to learning, improvement, and excellence in managing events of this magnitude.

As Las Vegas continues to evolve as a premier destination for major events, the insights garnered from this AAR will be instrumental in guiding future endeavors. The city's commitment to safety, coupled with LVMPD's unparalleled expertise, sets a benchmark for event management worldwide. This dedication to constant learning, adaptation, and investment in public safety infrastructure is crucial for sustaining the city's vibrant atmosphere and ensuring the success and safety of future events.