

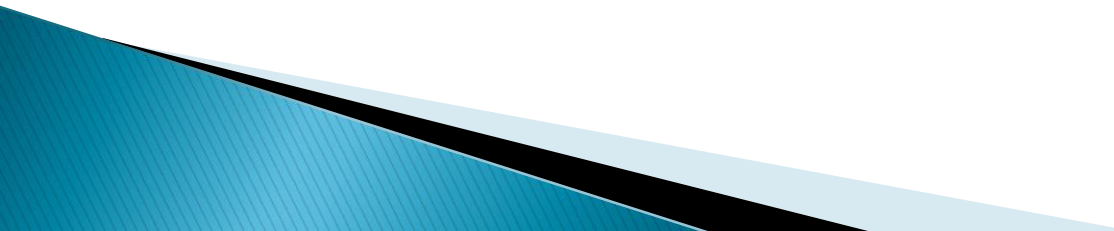
# **Planned Events**

**Protecting the Community &  
Managing Risks**

**AHIMTA, Denver, CO  
December 8, 2015**

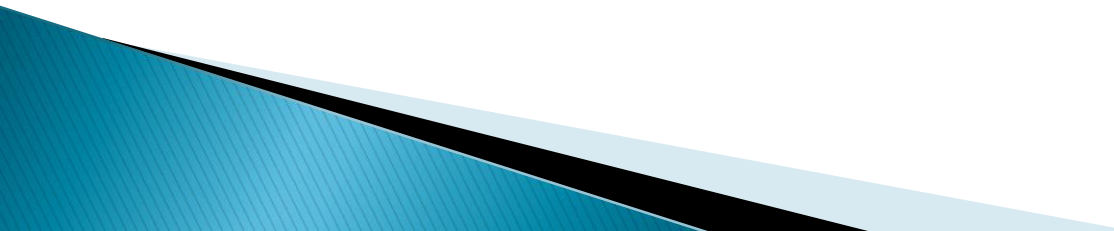


# Introductions

- ▶ **Butch Hoffmann**
  - ▶ **John Morrissey**
  - ▶ **Survey the Audience**
- 

**What is the difference between  
planning for an event & an  
incident?**

# **Presentation Objectives:**

- ▶ **Review a case study of event planning**
  - ▶ **Provide definitions**
  - ▶ **How to develop an Event Planning Team**
  - ▶ **Discuss event's associated risks/hazards**
  - ▶ **Create an Event Action Plan**
  - ▶ **Generate an AAR/IP**
- 


# **Case Study - Woodstock 1969**

- ▶ **A Music & Arts Fair**
- ▶ **Had multiple potential sites**
- ▶ **Ulster County, Saugerties, NY**
- ▶ **Orange County, Town of Wallkill**
  - Show Cause Order used**
- ▶ **Finally moved to Sullivan County, Bethel, NY**
  - on Max Yager's farm**

# Max Yager

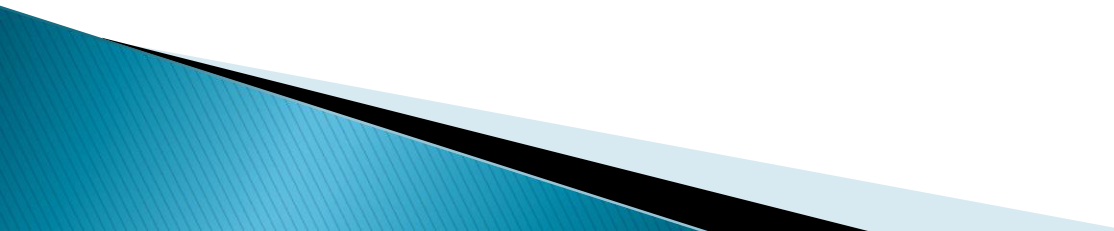




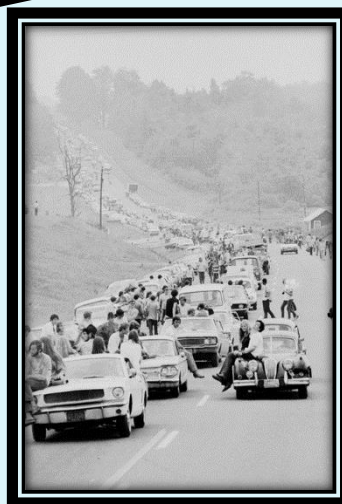
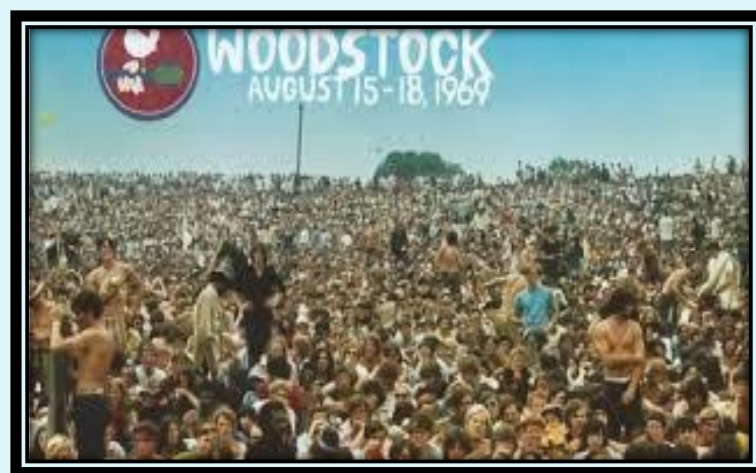
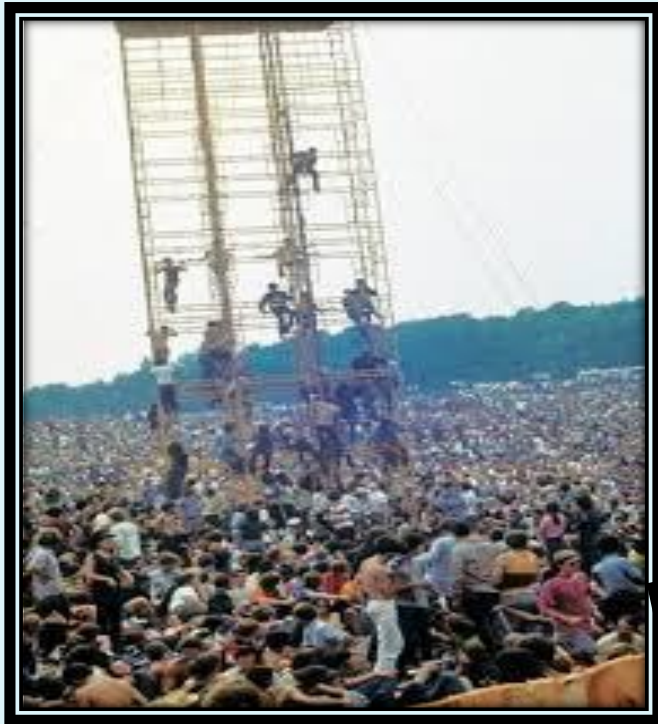
**NO REFUNDS** GLOBE TICKET COMPANY 

**Go-Go Is a No-No.** He may think he's got it made, it's not as if he's got a lot of money, but he's got a lot of money.

# **Case Study - Woodstock 1969**

- ▶ **Over 500,000 attendees**
  - ▶ **Major highways/local roads shutdown**
  - ▶ **Austere infrastructure - rural**
  - ▶ **5,611 patients treated in makeshift tents**
  - ▶ **Military relief utilized**
  - ▶ **Equipment & supplies came from 200+ miles away**
  - ▶ **Local counties shut down**
  - ▶ **Heavy rains impacted the crowd & event site**
- 





# Social Media 1969





Taken during 1969 Woodstock from Grossinger's Airport. Medics were flown in. From Alexy collection.

Peace Sign necklaces made from Recycled 1969 Woodstock fence available on etsy, ebay, and [peacefence.com](http://peacefence.com)



Peace sign pendants made from ORIGINAL recycled  
1969 Woodstock Festival Fence available on ebay,  
etsy, and peacefence.com

Taken during 1969 Woodstock, from Alexy collection





Taken during 1969 Woodstock from Grossinger's Airport. Artists and promoters were flown in. From Alexy collection.

Peace Sign necklaces made from Recycled 1969 Woodstock fence available on etsy, ebay, and [peacefence.com](http://peacefence.com)





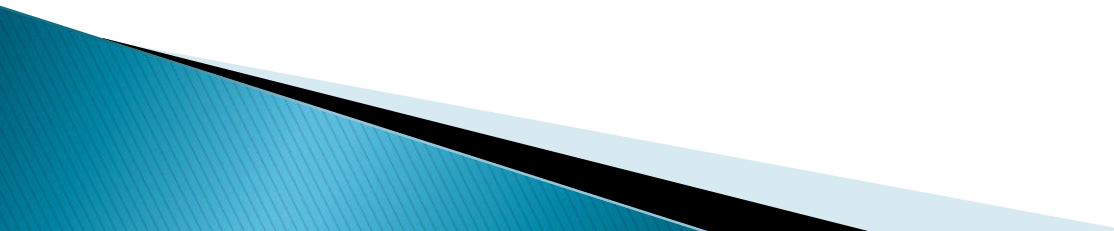
# **Case Study – Woodstock 1969**

**Woodstock 1969 caused the development of a series of state regulations to promote public safety.**





# **NYS Event Regulations Evolved**

- ▶ **NYS Dept. of Health: Sanitation Codes**  
**Permits: Part 18, Mass Gatherings**
  - ▶ **NYS Dept. of Transportation**  
**Permit: Road Closure**
  - ▶ **NY Office of Fire Prevention & Control**  
**Code Inspections**
  - ▶ **NYS Office of Emergency Management**  
**Crowd Control Plan**
- 

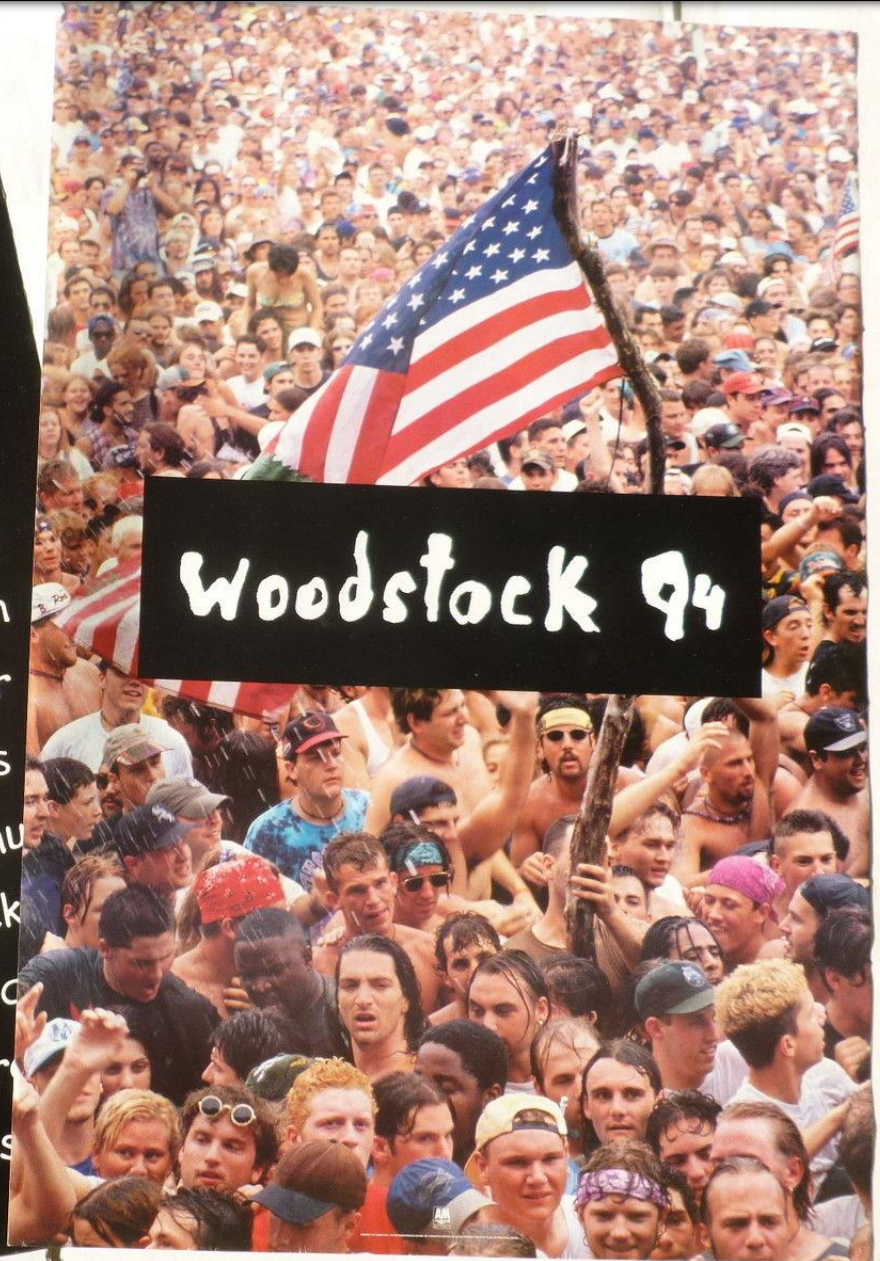




# Woodstock 94

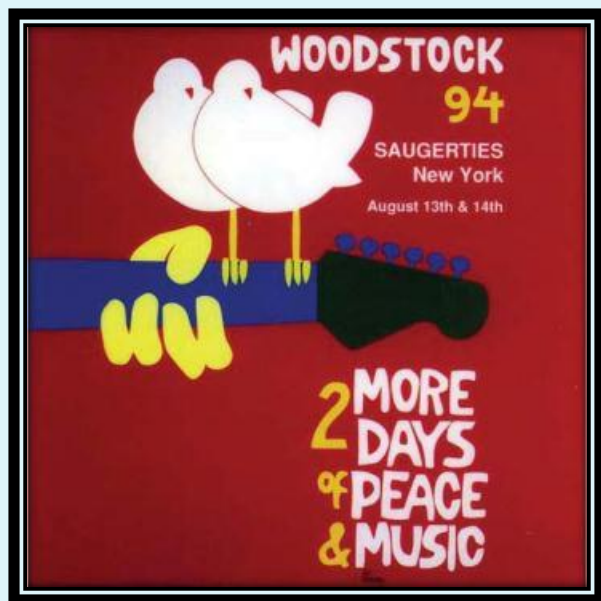
140 Minutes of Music

Nine Inch Nails • Aerosmith  
Green Day • Peter Gabriel  
Red Hot Chili Peppers • Metallica  
the cranberries • Bob Dylan  
Sheryl Crow • Rollins Band  
Cypress Hill • Crosby, Stills & Nash  
The Neville Brothers • Blind Melon  
Melissa Etheridge • Blues Traveler  
Candlebox • Violent Femmes  
Collective Soul • Traffic • Primus  
Salt-N-Pepa • Live • Joe Cock  
Paul Rodgers Featuring Slash, Jo  
Bonham, Neal Schon & Andy Fr  
Jackyl • Porno for Pyros

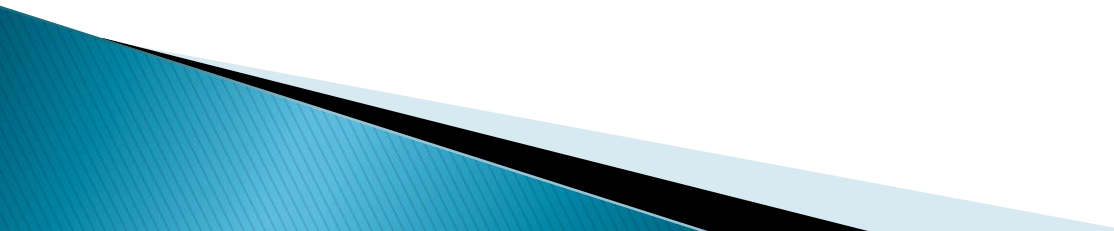


# Woodstock 94





# **Woodstock II, 1994 – a different event?**

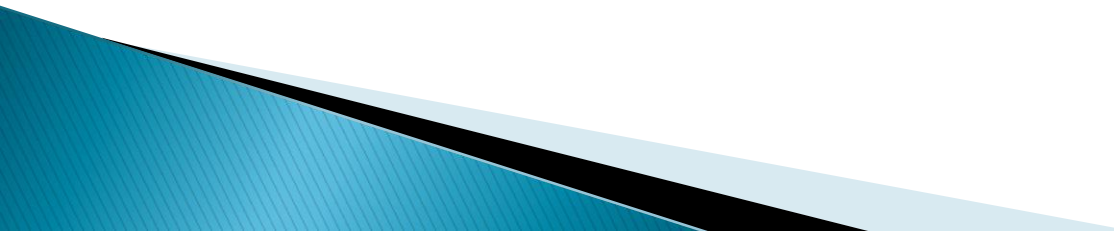
- ▶ **Better plan than 1969**
  - ▶ **Emergency planning conducted**
  - ▶ **Unified Command loosely in place**
  - ▶ **Forwarding Command Post**
  - ▶ **Traffic/Medical/Comms Plan**
  - ▶ **On-site hospital, on & off-site security**
  - ▶ **County/State Health Department's performed sanitation inspections**
  - ▶ **Coolers allowed and.....**
- 



# Hoodstock Site Map



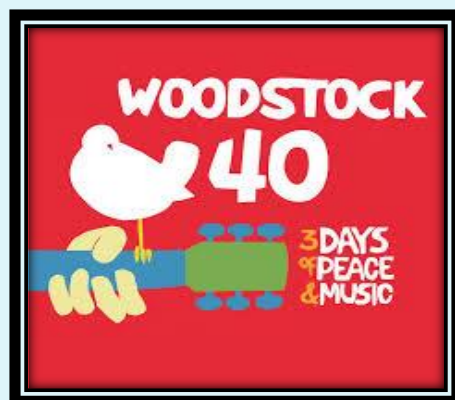
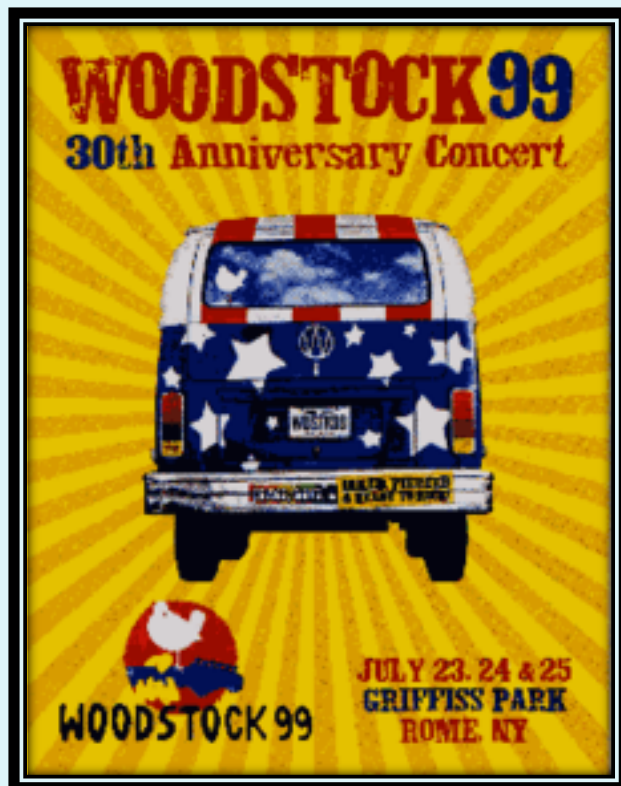
# **Case Study - Woodstock II, 1994**

- ▶ **Smaller venue & attendance**
  - ▶ **Fraudulent tickets were issued**
  - ▶ **Intense ‘moshing’**
  - ▶ **Event perimeter compromised**
  - ▶ **Village impacted: property damaged, noise complaints**
  - ▶ **Price gauging, exploitation of attendees**
  - ▶ **Multiple Public Safety agencies not tested**
- 



# Social Media - 1994









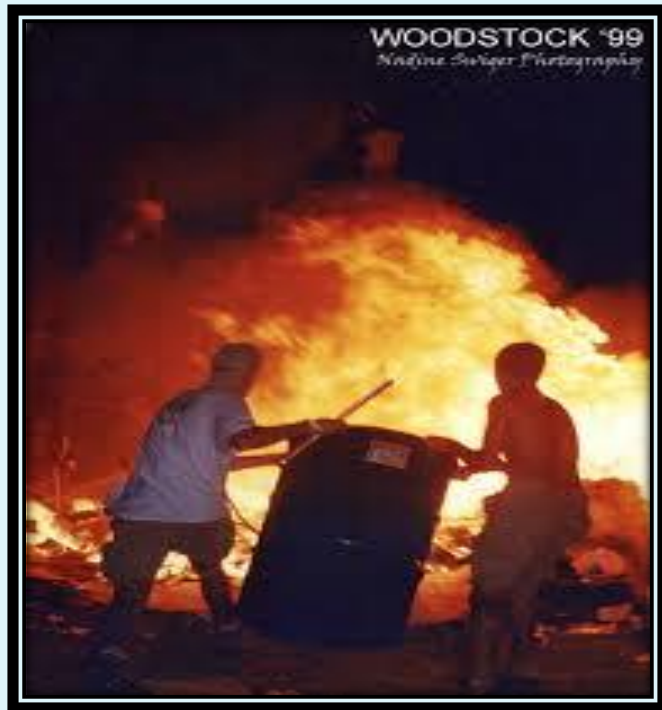
# **Case Study - Woodstock III, 1999**

- ▶ **A NYS 1<sup>st</sup> – Unified CP with multiple agencies**
- ▶ **Best remembered for the violence, not the music**
- ▶ **Many safe guards were waived due to economic issues**
- ▶ **Attendees issued candles, who then set bonfires & began tearing things down i.e. fences for more fuel**
- ▶ **Crowd control was enforced by 200+ NYS Troopers to stop looting, vandalism & sexual assaults...**

**7 arrests**



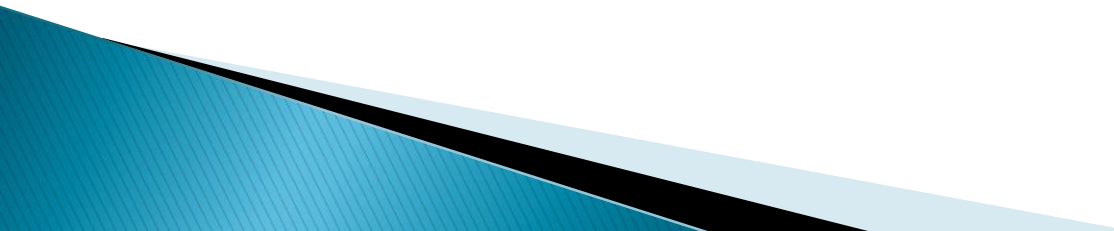






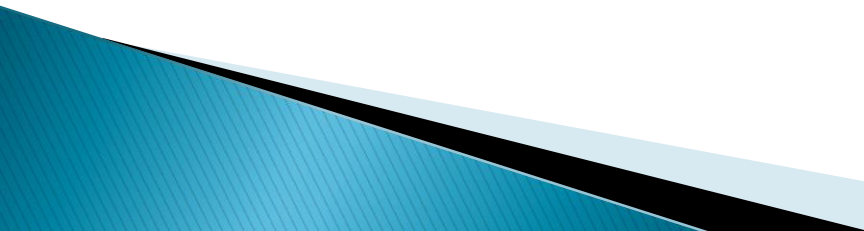


# **Case Study - Woodstock III, 1999**

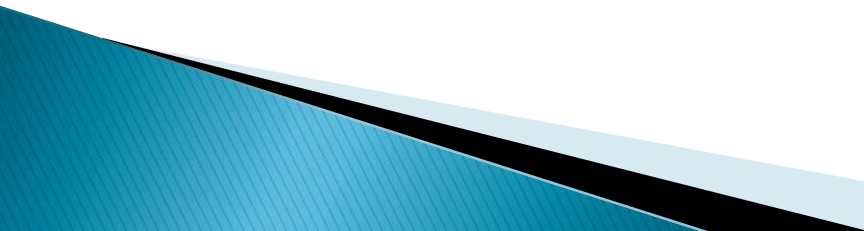
- ▶ **MTV News anchor Kurt Loder described the scene:**
  - ▶ **“It was dangerous to be around... The whole scene was scary!...There were waves of hatred.....It was like a concentration camp!.... To get in, you’re frisked so no water or food was brought in so all were forced to purchase from on-site outrageously priced booths.... You wallowed in garbage & human waste.....There was a palpable mood of anger.”**
- 



# **Large Events – 1960's**

- ▶ **Our society would travel great distances to go to events; no social media**
  - ▶ **Social consciousness was a motivating factor**
  - ▶ **Many large events were held with mixed results**
    - **Berkley, CA**
    - **Chicago, IL**
    - **Civil Rights**
    - **Washington, DC**
- 

# Large Events - Today

- ▶ **Involves intense pre-event planning**
  - ▶ **Completed permit applications**
  - ▶ **Involve a whole spectrum of representation i.e. utilities, NGOs, Tribal, layers of security, recreation, special interest, political, religious**
  - ▶ **Intelligence/information, SME**
  - ▶ **Communications, social media monitoring**
  - ▶ **Protocol on terrorism, active violence, IED**
  - ▶ **Teams on standby i.e. DMAT, CST**
- 

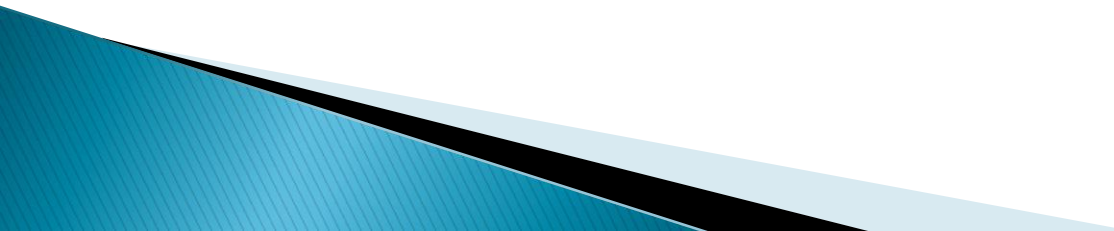
# **FEMA's Special Event Definition**

- ▶ **A non-routine activity within a community that brings together a large # of people. Emphasis is not on #, but the impact on the community's ability to respond to a large-scale emergency or disaster or the exceptional demands that the activity places on response services.**

**A community's special event requires add'l planning, preparedness & mitigation efforts of local emergency response and public safety agencies.**

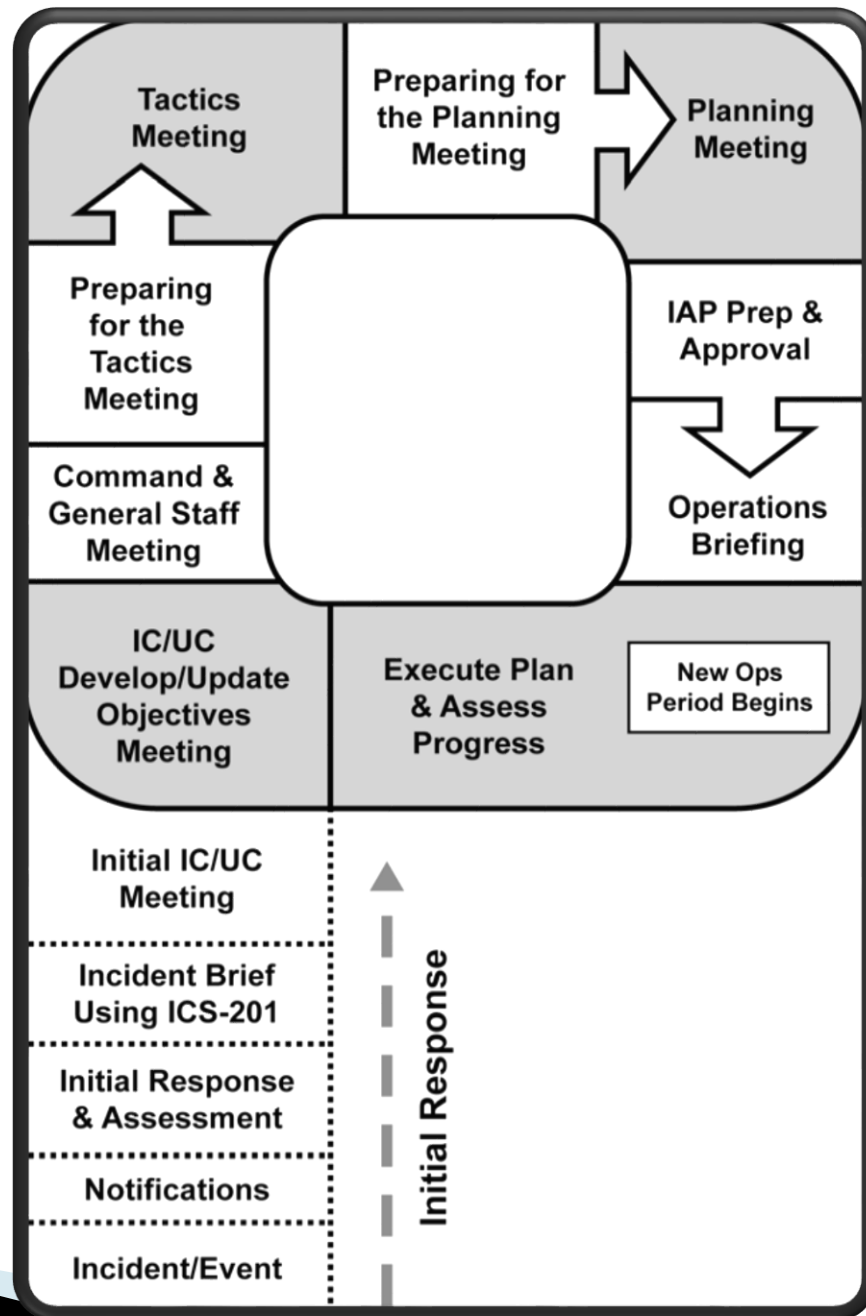


# **What is a Large Event?**


- ▶ **At least 1,000 persons gathered at a specific location for a defined period of time (NAEMSP)**
  - ▶ **Warrants multi-agency, multi-jurisdictional participation**
  - ▶ **Examples: sporting events at college & professional level, music concerts, air shows, auto races, religious gatherings, parades, celebrations, festivals, fairs, Papal visit, major political & social events, running, biking & triathlon races, etc.**
- 

# **Planning Team Identification**

- ▶ **LE, Fire & EMS/Health**
  - ▶ **Event site owners/operators/promoter(s)**
  - ▶ **Emergency Management**
  - ▶ **Communications**
  - ▶ **Transportation**
  - ▶ **Utilities/Public Works**
  - ▶ **NGOs**
  - ▶ **Private contractors**
  - ▶ **Elected officials, aviation/coastal, animal care**
- 

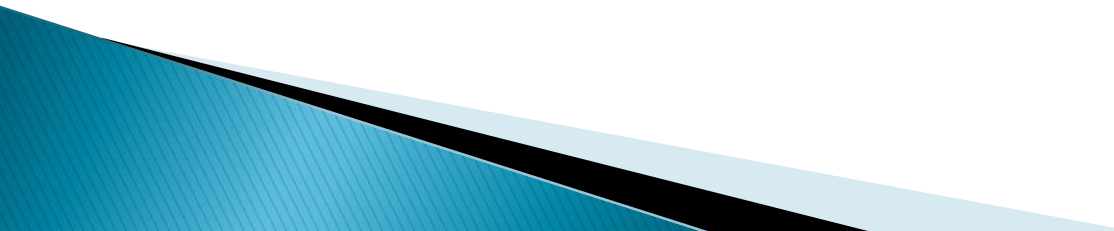


# Event Planning P Stem

- ▶ **Promote NIMS – apply ICS, determine IC/UC**
  - ▶ **A sense of ownership: it is their plan**
  - ▶ **Cooperative relationships are key**
  - ▶ **Identify all major functions & responsibilities**
  - ▶ **Meet with the promoter**
  - ▶ **Regulations/Laws (apply well in advance of event)**
  - ▶ **Legal issues: liability i.e. injuries, omissions, \$, resultant claims**
  - ▶ **Political/economic issues**
- 



# **Event Planning P Stem**

- ▶ **Review past event critique (AAR/IP)**
  - ▶ **Conduct a risk/hazard analysis**
  - ▶ **Identify lead agencies & responsibilities**
  - ▶ **IC/UC sets the event objectives**
- 


# **Promoters**

- ▶ **Are seen as economic stimulus for communities:  
revenue streams i.e. sales tax, ripple affect  
branding  
notoriety**
- ▶ **Promoters often see Emergency Management as  
overhead cost**
- ▶ **Underestimate attendance with Planning Team &  
overestimate attendance with media**
- ▶ **Public safety can or cannot be a priority**
  - **Smart promoters understand how ICS saves \$\$**
  - **Poor promoters see EM as a hindrance**

# **Promoter Interface**

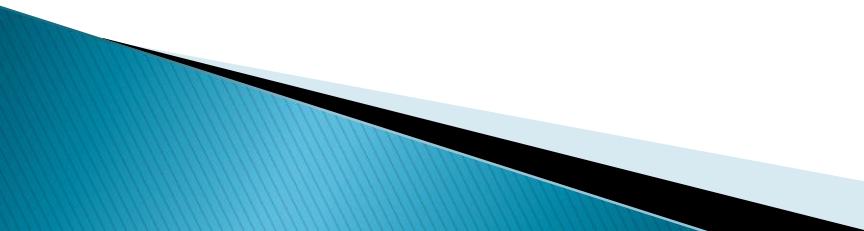
- ▶ **Planning Team needs to vet a promoter prior to an event by conducting research on their track record, background check, community involvement**
- ▶ **Contracting/Payment/Responsible Party**
  - **Cash up front is very common request**
  - **Escrow accounts**
- ▶ **Understanding each other's roles & responsibilities**
  - **No two events are the same**

# **Event Planning Team: Team Approach**

- ▶ **Assign functional ICS positions to team members**
  - ▶ **Conduct a risk analysis**
  - ▶ **Create model of agency responsibilities**
  - ▶ **Develop a concept for traffic/medical/comms plan, safety message, active violence / IED response**
  - ▶ **Logistics – develop resource management**
  - ▶ **Maps, schedule of events, detailed timeline**
  - ▶ **Conduct on-site visits, CP location, staging, helispot**
  - ▶ **Provide public information**
  - ▶ **Event Action Plan is the end product!**
- 

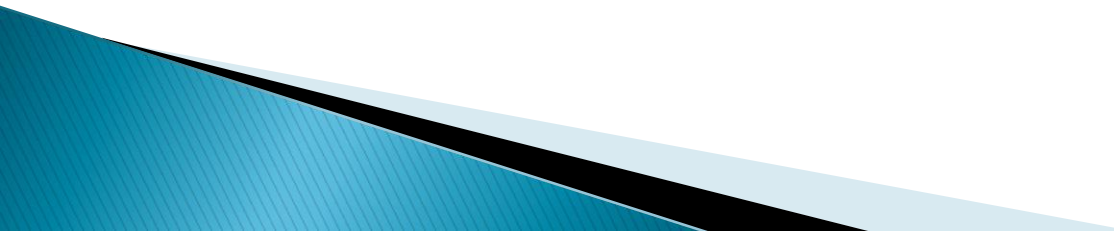
# **Common Operational Considerations –**

## **No Real Order**

- ▶ **Type of event: high or low risk**
  - ▶ **Crowd size & demographics**
  - ▶ **Venue location**
  - ▶ **ETOH/recreational pharmaceuticals**
  - ▶ **Food/Sanitation**
  - ▶ **Medical/Fire/Security**
  - ▶ **Traffic patterns/pedestrian ingress & egress**
  - ▶ **Event logistics**
  - ▶ **Demob**
- 



# **Other Considerations**

- ▶ **Uniforms**
  - ▶ **Credentials: security, fraudulent**
  - ▶ **Evacuation Plan**
  - ▶ **MCI, Mass Fatalities**
  - ▶ **Transportation Plan**
  - ▶ **Fire Response**
  - ▶ **Criminal Response, Offender Identification**
  - ▶ **Crowd Rush**
  - ▶ **Crowd Dispersal**
- 

# Event Risks/Hazards Analysis

- ▶ **Criminal Activities**
- ▶ **Medical Emergencies**
- ▶ **Public Health**
- ▶ **Terrorism**
- ▶ **Crowd Control**
- ▶ **Lost or Missing Persons**
- ▶ **Weather**
- ▶ **Social Media**
- ▶ **Public Notification**
- ▶ **Evacuation Routes**
- ▶ **Fire Response**
- ▶ **Haz- Materials**
- ▶ **Fire Code Compliance**
- ▶ **Utility Coordination**
- ▶ **Shelter Locations**
- ▶ **Communications Systems**
- ▶ **Animal Health & Control**
- ▶ **Alcohol, Drugs & Weapons**
- ▶ **Security**
- ▶ **Information Center**
- ▶ **Environmental Concerns**

AS/IED Protocols

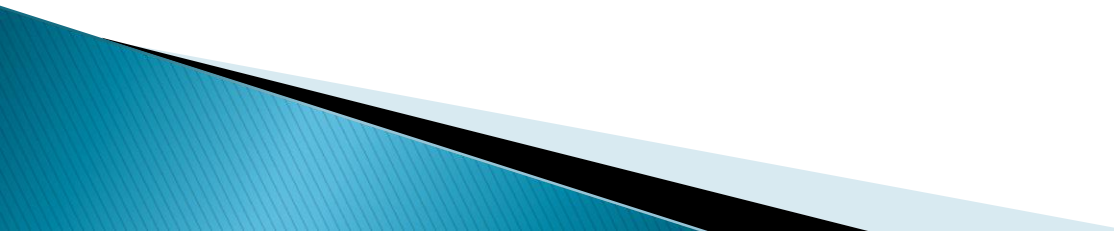
Special Considerations

# Contingency Planning – The What Ifs

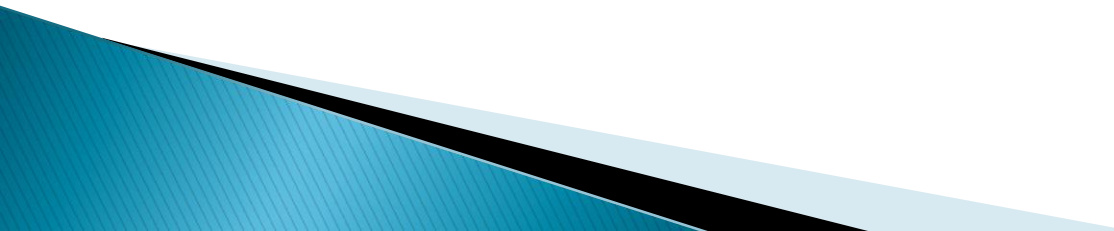
- ▶ **Civil disturbance**
  - ▶ **UAVs**
  - ▶ **CBRNE**
  - ▶ **Processing of criminals**
  - ▶ **Managing on-site money**
  - ▶ **Utility restoration**
  - ▶ **Protesters**
  - ▶ **VIP, political people**
  - ▶ **Alter means of response**
- 

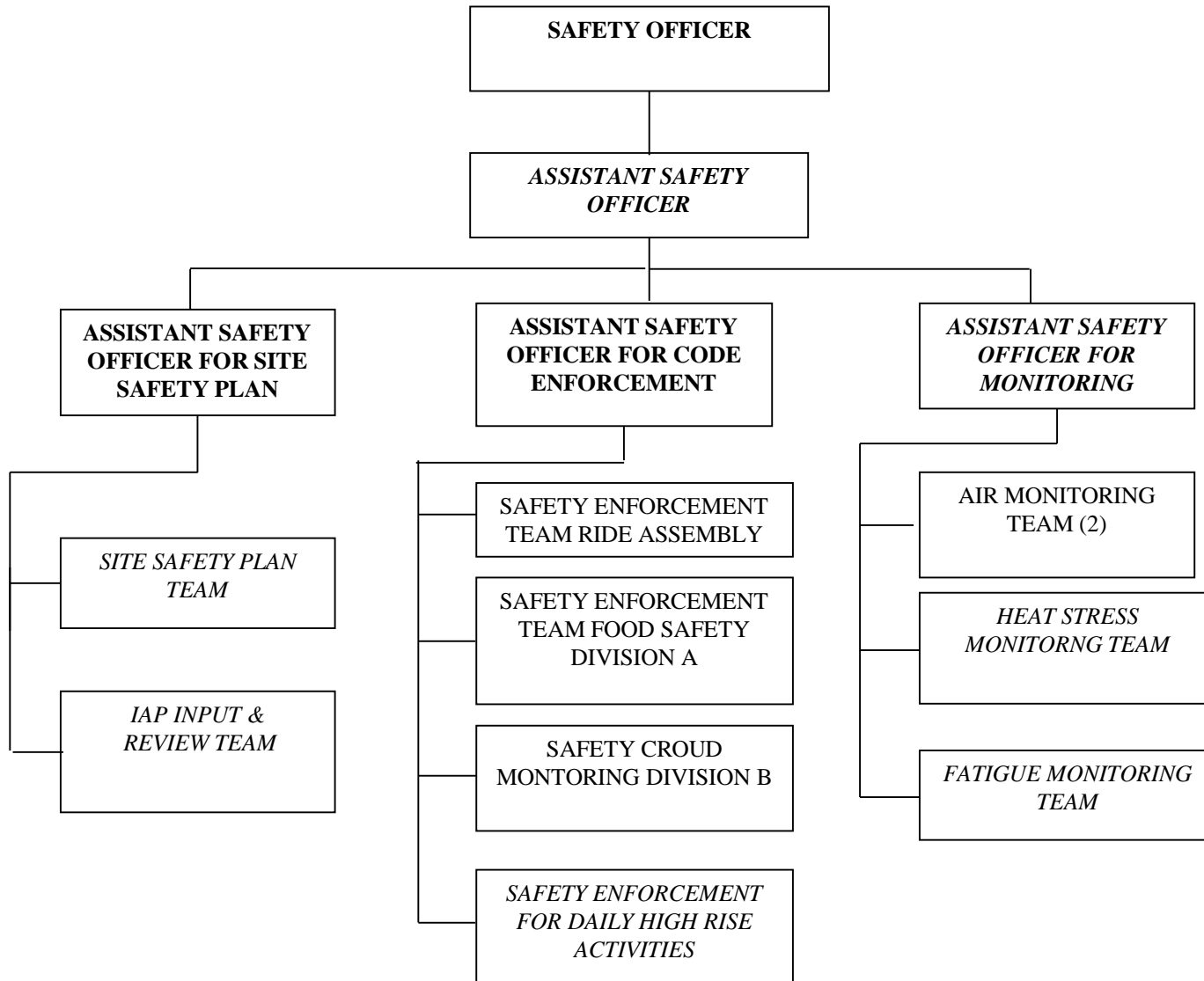


# **Event Safety Officer is/has:**






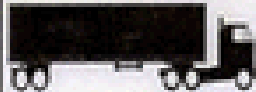
- ▶ **Good interpersonal skills**
  - ▶ **Solid grasp of hazard recognition, evaluation & control methodologies**
  - ▶ **Experience in operational risk management;**
  - ▶ **In-depth knowledge of the types of safety challenges expected for incidents likely to be encountered**
  - ▶ **Identify assistant safety officers/tech specialists to targeted critical areas**
- 

# **Event Safety Officer (cont'd)**


- ▶ **Research the safety history of the event or similar events**
  - ▶ **Survey who's safety background fits the event type**
  - ▶ **What safety SME will be required**
  - ▶ **Develop controls**
    - \* engineering**
    - \* administrative: PPE, noise reduction strategies**
- 



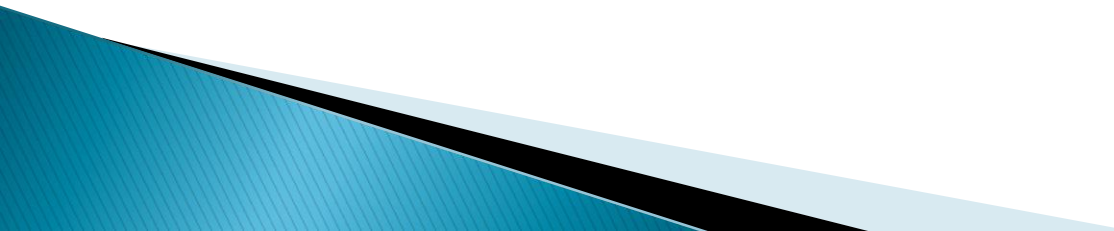


<b>ATF</b>	<b>VEHICLE DESCRIPTION</b>	<b>MAXIMUM EXPLOSIVES CAPACITY</b>	<b>LETHAL AIR BLAST RANGE</b>	<b>MINIMUM EVACUATION DISTANCE</b>	<b>FALLING GLASS HAZARD</b>
	COMPACT SEDAN	500 Pounds 227 Kilos <i>(In Trunk)</i>	100 Feet 30 Meters	1,500 Feet 457 Meters	1,250 Feet 381 Meters
	FULL SIZE SEDAN	1,000 Pounds 455 Kilos <i>(In Trunk)</i>	125 Feet 38 Meters	1,750 Feet 534 Meters	1,750 Feet 534 Meters
	PASSENGER VAN OR CARGO VAN	4,000 Pounds 1,818 Kilos	200 Feet 61 Meters	2,750 Feet 838 Meters	2,750 Feet 838 Meters
	SMALL BOX VAN <i>(14 FT BOX)</i>	10,000 Pounds 4,545 Kilos	300 Feet 91 Meters	3,750 Feet 1,143 Meters	3,750 Feet 1,143 Meters
	BOX VAN OR WATER/FUEL TRUCK	30,000 Pounds 13,636 Kilos	450 Feet 137 Meters	6,500 Feet 1,982 Meters	6,500 Feet 1,982 Meters
	SEMI-TRAILER	60,000 Pounds 27,273 Kilos	600 Feet 183 Meters	7,000 Feet 2,134 Meters	7,000 Feet 2,134 Meters

# **Safety Officer/Promoter Relationship**

- ▶ **Only one Safety Officer for an Event.**
  - ▶ **Promoters can & do provide Assistant Safety Officers**
  - ▶ **Promoters ASO are often closely tied to:**
    - **regulatory compliance**
    - **insurance concerns**
    - **a specific technical specialty**
    - **They know their area well but often are lost in the ICS safety process**
- 

# **Promoters need to understand, cont'd**

- ▶ **Remember that promoters staff may not have ICS training so:**
    - **10 look out situations**
    - **No abbreviations or ICS terms**
  - ▶ **The safety objective must be written to steer the event operation toward addressing safety**
  - ▶ **Safety Objectives must be within the capabilities of the Safety Officers assigned**
  - ▶ **Always keep the end user; the workers and public, in mind!**
- 

# **Event Safety Officer (cont'd)**

- ▶ **Typically at Tactics Meeting, promoter is introduced to the Event Action Plan process**
- ▶ **At Tactics Meeting, safety culture is integrated:**
  - **ICS form 215A & Site Safety Plan to conduct a hazard/risk analysis for each work assignment identified by Operations**
  - **Identifies Assistant Safety Officer(s) positions**
  - **For high risk work assignments, an Assistant Safety Officer should be assigned**
- ▶ **Placing Safety eyes, ears and enforcers on the entire event ensures workers and the public are safeguarded**



# **Indiana State Fair Stage Collapse:**

## **August 13, 2011**

- ▶ **Temporary stage structure had support wires to concrete barriers, ballast to hold in place**
- ▶ **Rigging didn't meet industry safety stds (68mph)**
- ▶ **Fair organizers not legally req'd to have stage inspected because - a temporary structure**
- ▶ **Weather was a topic of discussion thru-out day**
- ▶ **A fair representative asked Sugarland's tour manager to delay the start:**

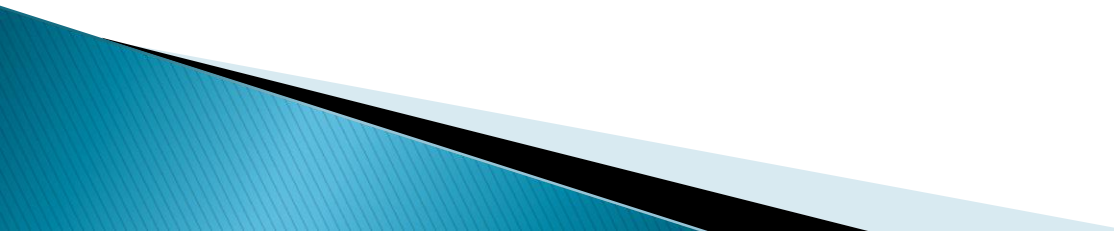
**“It is only rain. We can play.”**





# **Indiana State Fair Stage Collapse:**

## **August 13, 2011**

- ▶ **Witt Associates investigation revealed:**
  - ▶ **‘Ambiguity of authority’**
  - ▶ **Resulted in confusion & uncertainty who’s in charge?**
  - ▶ **Fair’s overall preparedness ‘was not adequate’**
  - ▶ **Procedures not fully developed**
  - ▶ **Did not utilize the plans in place**
- 





Indiana State Fair

---

In memory of those we lost  
August 13, 2011

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Alina R. BigJohny  
Nathan Lee Byrd  
Glenn G. Goodrich

Jennifer Marie Haskell  
Christina E. Santiago  
Meagan Toothman

Tammy J. VanDam

---

May the Hoosier Spirit continue to reside in all of us







**DEADLY CRASH**

## NEW VIDEO OF OSU PARADE ACCIDENT

Nick Valencia | **CNN** Correspondent



12:00 PM PT

**NEWSROOM**



**Jan 12, 2014** 1

**FEDERAL AVIATION ADMINISTRATION  
HEADQUARTERS WASHINGTON, DC  
SUPER BOWL XLVIII  
FLIGHT ADVISORY**

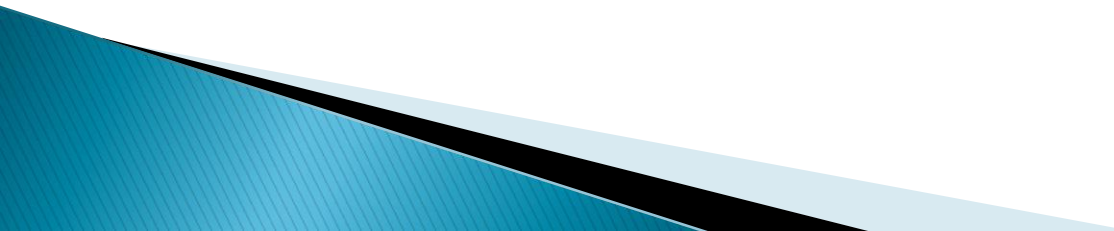
At the request of the Department of Homeland Security, the FAA will establish airspace restrictions over Super Bowl XLVIII, to be played February 2, 2014, at **MetLife Stadium, East Rutherford, NJ.**








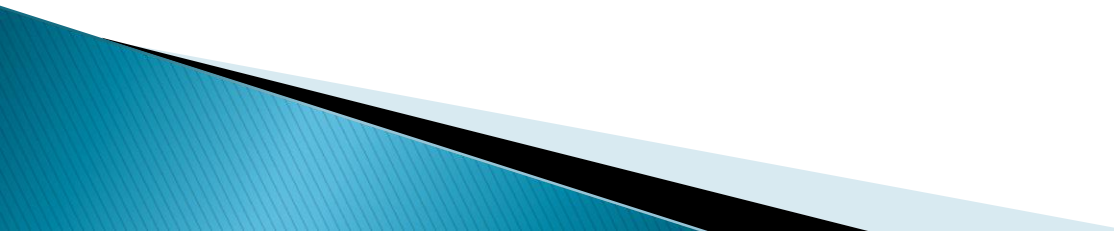
# **Transitioning From the Stem to the Loop of the Planning P**

- ▶ **One or multiple C & GS, tactics, planning meetings will be conducted**
  - ▶ **EAP is generally approved well in advance of the 1<sup>st</sup> operations period briefing**
  - ▶ **For multiple operational period events, a template EAP will be useful**
  - ▶ **Revisions & finalization can be made prior to the next operational period**
- 

# **Event Objectives**

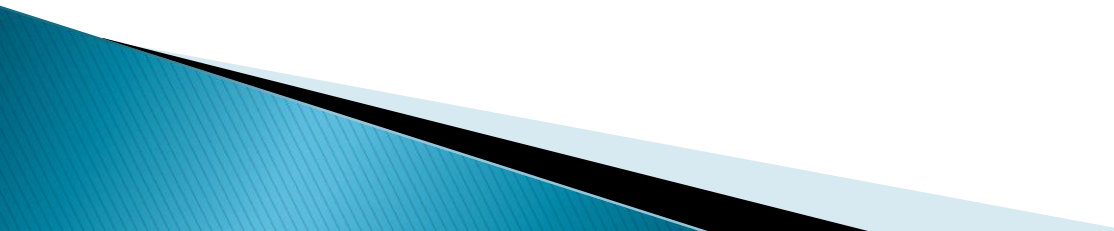
- ▶ **Provide a safe & secure event environment for attendees, workers and responders for entire event**
  - ▶ **Protect life, public health, property & environment**
  - ▶ **Conduct safe & efficient event operations to provide affordable entertainment & amusement**
  - ▶ **Provide safe & effective guest & customer service**
- 

# **Event Objectives**

- ▶ **Facilitate ingress/egress vehicle & pedestrian traffic**
  - ▶ **Provide efficient transportation management**
  - ▶ **Monitor and resolve health concerns**
  - ▶ **Monitor the weather conditions**
- 



# Generate Event Action Plan & Templates

- ▶ **Vetting at a Tactics Meeting**
  - ▶ **Facilitate with Planning Team to develop EAP & template**
- 

# Safety Message/Plan (ICS 208)

Incident Name: 2015 Dick's Sporting Goods Open	2. Operational Period: All
--	----------------------------

## Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:

1. **Your personal safety is of the utmost importance at all times! You can be of no assistance to others if you become ill, injured, or are killed!**
2. **IF YOU SEE SOMETHING, SAY SOMETHING.**
3. Remain alert at all times for actual or potential hazardous conditions, including (but not limited to):
  - Dangerous or threatening weather conditions (e.g.: lightning/thunder storms, excessive heat and/or humidity, excessive exposure to sunlight, etc.).
  - Violence or the threat of violence by any person.
  - Exposure or potential exposure to blood- or other body fluid-borne pathogens.
  - Exposure to actual or suspected hazardous materials.
  - Exposure to fire or smoke.
4. Immediately retreat from and/or remain clear of all hazards identified, and warn others to do the same.
5. If faced with an emergency resulting in hazards, utilize available means of communications to summon the appropriate assistance. As long as it is safe for you to do so, provide details and updates to the dispatcher until assistance arrives.
6. Dress appropriately for the kind of event/venue and the anticipated weather conditions. Don't

4. Immediately retreat from and/or remain clear of all hazards identified, and warn others to do the same.
5. If faced with an emergency resulting in hazards, utilize available means of communications to summon the appropriate assistance. As long as it is safe for you to do so, provide details and updates to the dispatcher until assistance arrives.
6. Dress appropriately for the kind of event/venue and the anticipated weather conditions. Don't forget sunscreen, hats and bug spray!
7. Drink plenty of water and/or sports drinks before and during your duty shift. If your urine is not clear or very light in color, you are not taking in enough fluid! Make sure you are also eating appropriately during your duty shift.
8. Be certain that you are equipped with enough Personal Protective Equipment (PPE), of the proper type and size, and that you utilize it as appropriate in the performance of your assigned duties. Including ear protection in loud environments.
9. Be on the lookout for moving vehicles. If driving any type of vehicle, be on the lookout for pedestrians, at all times.
10. Be aware of ground tripping hazards, i.e. extension cords, hoses leading to vendor sites, heights or other fall hazards.
11. Be cautious in low light environments, compensate by having head lamps, lanterns, flashlights, etc. for your safety and the safety of others.

**Site Safety Plan Required?** Yes ☐ No ☒ **Approved Site Safety Plan(s) Located At:**

**Prepared by:** Name: William Loller

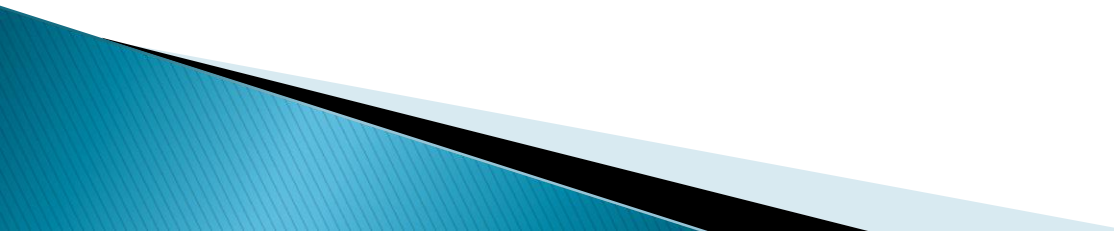
Position/Title: Medical Group Supervisor

**S 208**

**IAP Page** \_\_\_\_\_

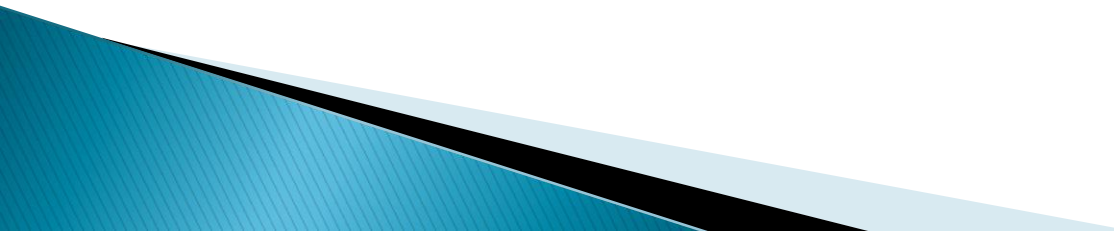
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# **Demobilization Planning**

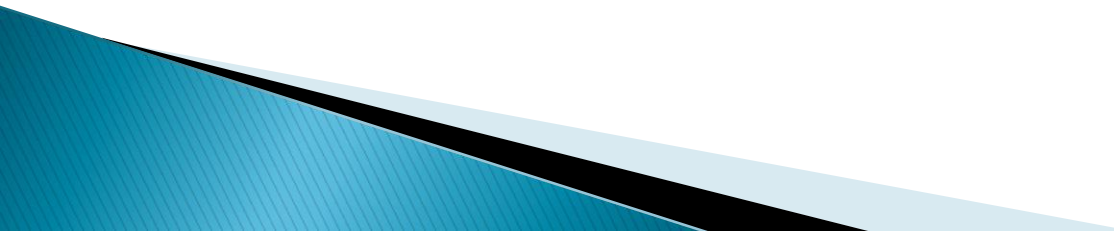
- ▶ **Facilitates accountability**
  - ▶ **Keeps logistical management of resources efficient**
  - ▶ **In terms of cost & time of delivery**
- 



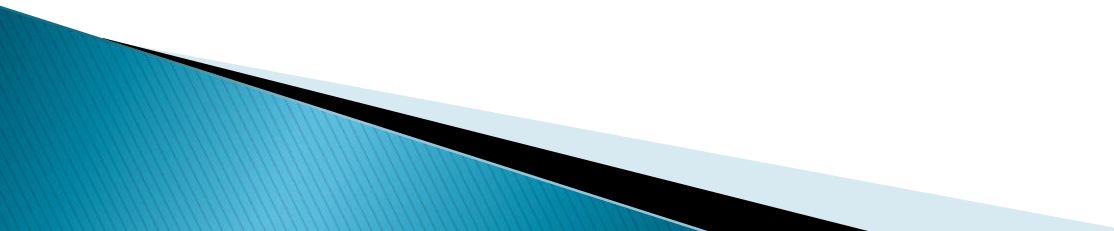
# **Develop Demobilization Plan**

- ▶ **Traffic or pedestrian egress from site**
  - ▶ **Venue cleanup / sanitation removal**
  - ▶ **Gradual release of resources**
  - ▶ **Contractual evaluation**
  - ▶ **Organizer commitments**
- 

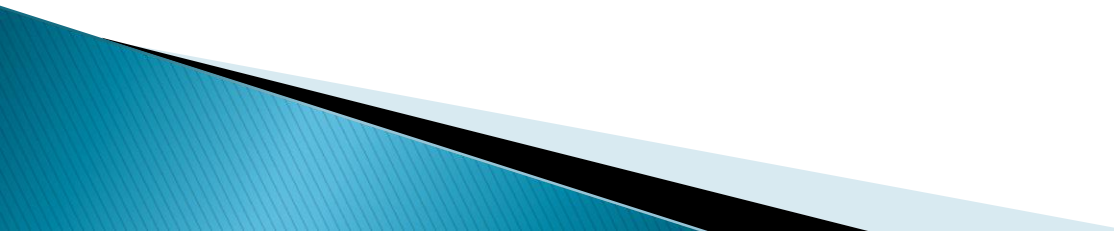
# **Ethics, Behavior & Conduct**

- ▶ **All employees expected to be professional**
  - ▶ **Be at the ready, always be in a position to respond to emergencies**
  - ▶ **Large spectator audience, on public display**
  - ▶ **Any response can become a highly-visible occurrence**
- 

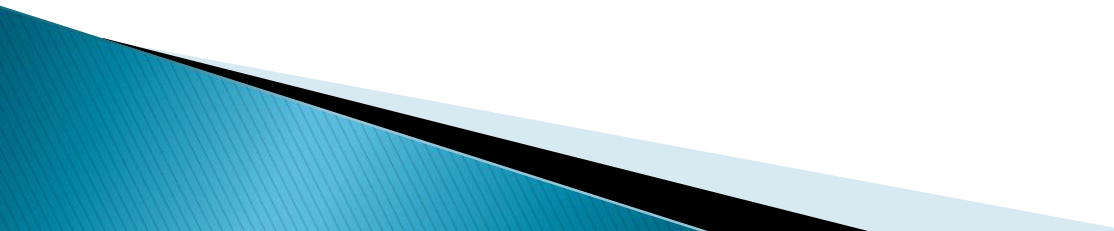
# **Conduct a Table Top Exercise (TTX)**

- ▶ **Validate your Event Action Plan**
  - ▶ **Perform TTX weeks before event**
  - ▶ **Identify & improve upon planning gaps**
- 

# **Other Considerations**


- ▶ **Uniforms**
  - ▶ **Credentials: security, fraudulent**
  - ▶ **Evacuation plan**
  - ▶ **MCI, Mass Fatalities**
  - ▶ **Transportation Plan**
  - ▶ **Fire response**
  - ▶ **Criminal response, offender identification**
  - ▶ **Crowd rush**
  - ▶ **Crowd dispersal**
- 

# **What to do if it Falls Apart**


- ▶ **Show cause**
  - ▶ **Tactical decision to:**
    - **Stop the event**
    - **Work with the event**
    - **Humanitarian Aid**
    - **Recovery Aftermath**
- 



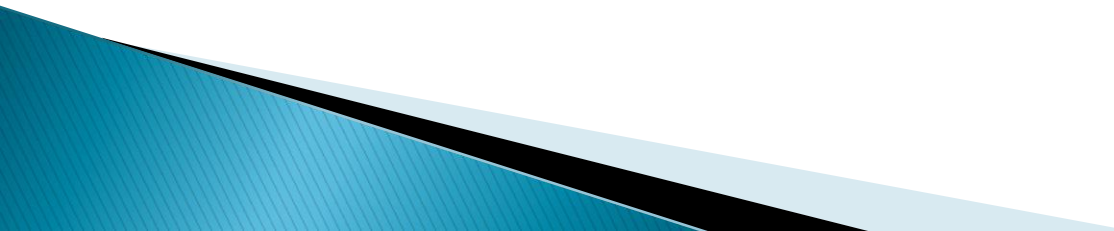
# **After Action Conference**

- ▶ **Hold a debriefing meeting immediately  
at end of event**
  - or**
  - ▶ **Schedule AAC weeks after the event to discuss**
    - **Observations**
    - **Positives**
    - **Improvements**
  - ▶ **Develop an After Action Report /  
Improvement Plan**
- 

# Questions to You

- ▶ **Have you been to a planned event where something went wrong?**
    - **What was it?**
    - **Was it ever planned for?**
    - **How was it handled?**
    - **What was learned?**
- 

# **References**

- ▶ **FEMA Guide**
  - ▶ **I-300**
  - ▶ **NYS DOH Mass Gathering/Part 18**
  - ▶ **NYS DHSES Crowd Control Plan**
  - ▶ **MGT 404 Sports & Special Events Incident Management**
- 

# Questions????

**Thank you!**

**John.Morrissey@health.ny.gov**

**Butch.Hoffman@rmetro.com**

