



II. PRE-EVENT PLANNING

Total Time: 1 hour 45 minutes

| | | |
|--|--------------------|--|
| | OBJECTIVES | At the end of this unit, the students should be able to: <ul style="list-style-type: none">• Identify the hazards and associated risks that a jurisdiction must address when planning for any event.• Describe the importance of pre-event planning and determine who should be included on the planning team.• Identify key steps in planning a special event.• Identify strategies for successfully planning a special event.• List the key issues to be considered during the pre-event planning process. |
| | SCOPE | The scope of this unit includes: <ul style="list-style-type: none">• Unit Overview• The Importance of Planning• The Planning Team• Planning Considerations• Issues to Consider• Activity – Planning a Special Event• Unit Summary |
| | METHODOLOGY | The Instructor will begin with a brief discussion of the importance of planning and how planning relates to the success of a special event. The Instructor will explain a general flow for planning a special event, and will review the process for organizing their special event's planning team meeting, common issues related to pre-event planning, and strategies for successfully planning a special event. Throughout the course there is a series of activities that build upon each other, allowing students to practice what they have learned by evaluating and planning a specific special event from start to finish. This unit will conclude with an activity that begins the event planning for the special event. |



| | <p>TIME PLAN</p> | <p>The following time plan is suggested for this unit. Be prepared to adjust the time plan to fit the needs of the class.</p> <table border="0"> <thead> <tr> <th style="text-align: left;">Topic</th> <th style="text-align: right;">Time</th> </tr> </thead> <tbody> <tr> <td>Unit Overview</td> <td style="text-align: right;">5 minutes</td> </tr> <tr> <td>The Importance of Planning</td> <td style="text-align: right;">10 minutes</td> </tr> <tr> <td>The Planning Team</td> <td style="text-align: right;">20 minutes</td> </tr> <tr> <td>Planning Considerations</td> <td style="text-align: right;">10 minutes</td> </tr> <tr> <td>Issues to Consider</td> <td style="text-align: right;">30 minutes</td> </tr> <tr> <td>Activity – Planning a Special Event</td> <td style="text-align: right;">25 minutes</td> </tr> <tr> <td>Unit Summary</td> <td style="text-align: right;">5 minutes</td> </tr> <tr> <td style="text-align: right;">Total Time</td> <td style="text-align: right;">1 hour 45 minutes</td> </tr> </tbody> </table> | Topic | Time | Unit Overview | 5 minutes | The Importance of Planning | 10 minutes | The Planning Team | 20 minutes | Planning Considerations | 10 minutes | Issues to Consider | 30 minutes | Activity – Planning a Special Event | 25 minutes | Unit Summary | 5 minutes | Total Time | 1 hour 45 minutes |
|-------------------------------------|--------------------------------------|--|--------------|-------------|---------------|-----------|----------------------------|------------|-------------------|------------|-------------------------|------------|--------------------|------------|-------------------------------------|------------|--------------|-----------|-------------------|--------------------------|
| Topic | Time | | | | | | | | | | | | | | | | | | | |
| Unit Overview | 5 minutes | | | | | | | | | | | | | | | | | | | |
| The Importance of Planning | 10 minutes | | | | | | | | | | | | | | | | | | | |
| The Planning Team | 20 minutes | | | | | | | | | | | | | | | | | | | |
| Planning Considerations | 10 minutes | | | | | | | | | | | | | | | | | | | |
| Issues to Consider | 30 minutes | | | | | | | | | | | | | | | | | | | |
| Activity – Planning a Special Event | 25 minutes | | | | | | | | | | | | | | | | | | | |
| Unit Summary | 5 minutes | | | | | | | | | | | | | | | | | | | |
| Total Time | 1 hour 45 minutes | | | | | | | | | | | | | | | | | | | |
| | <p>ADDITIONAL INFORMATION</p> | <p>Information about this material is available by contacting:</p> <p>FEMA Independent Study Program Emergency Management Institute National Emergency Training Center 16825 South Seton Avenue Emmitsburg, MD 21727</p> | | | | | | | | | | | | | | | | | | |



UNIT OVERVIEW



INTRODUCE UNIT

Give students an overview of the unit, explaining that they will be learning about why we plan special events and how planning relates to the success of a special event.

Explain that you will discuss a general flow for planning a special event.



VISUAL 2.1

Unit 2 Overview

This unit describes:

- When communities should begin planning for a special event.**
- The concept of involving a team of key personnel in the pre-event planning process.**
- The general flow of events for planning a special event.**

Visual 2.1



REVIEW UNIT TOPICS

Continue reviewing the topics of the unit, including learning the process for organizing their special event's planning team meeting, discussing common special issues related to pre-event planning, and strategies for successfully planning a special event.



VISUAL 2.2

Unit 2 Overview (cont.)

- The process for organizing the planning team meeting.**
- Common special issues related to pre-event planning.**
- Strategies for successfully planning a special event.**



Visual 2.2



REVIEW UNIT OBJECTIVES

UNIT OBJECTIVES

Review the unit objectives with the students. Explain that at the end of this unit, students should be able to:

- Identify the hazards and associated risks that a jurisdiction must address when planning for any event.
- Describe the importance of pre-event planning and determine who should be included on the planning team.



VISUAL 2.3

Unit Objectives

- Identify the hazards and associated risks that a jurisdiction must address when planning for any event.
- Describe the importance of pre-event planning and determine who should be included on the planning team.



Visual 2.3



CONTINUE OBJECTIVES

Continue reviewing objectives on Slide 2.4.

- Identify key steps in planning a special event.
- Identify strategies for successfully planning a special event.
- List the key issues to be considered during the pre-event planning process.



VISUAL 2.4

Unit Objectives (cont.)

- Identify key steps in planning a special event.
- Identify strategies for successfully planning a special event.
- List the key issues to be considered during the pre-event planning process.



Visual 2.4



**INTRODUCE
TOPIC**

THE IMPORTANCE OF PLANNING

Tell participants that many people – certainly the people who attend special events – never see “behind the scenes” when planning a special event.

Lead a group discussion about what types of things need to be planned for a special event.

Record responses in categories on one or more easel charts – for example, put all of the emergency response things on one page/easel chart, creature comfort things (drinking water, lavatory facilities, places to sit) on another page/easel chart, traffic and parking things on another page/easel chart, etc. See how many different types of categories participants can think of.

Explain to the students that planning any event is complex, in particular, planning for potential risks and hazards associated with large events.

Emphasize that pre-planning is critical to the success of the event. Explain that the key factors that influence the complexity of planning for a special event include:

- Scope of the event
- Risks to spectators and participants
- Impact on the community
- Emergency support needed
- Required Permits

Explain that planning for planning helps you to identify the many different areas you will need to address in your plan. It also identifies those who will need to be involved in the planning, defines roles and responsibilities in advance, and creates ownership of the issues that need to be addressed.



VISUAL 2.5

The Importance of Planning

Before scheduling an event, planners should consider the:

- Scope of the event**
- Risks to spectators and participants**
- Impact on the community**
- Emergency support needed**
- Permitting required**

Visual 2.5



**INTRODUCE
TOPIC**

THE PLANNING TEAM

Explain to the students that planning should begin well in advance of the event, and that the first step is assembling a multidisciplinary team responsible for public safety.

Explain the benefits of a multidisciplinary team:

- A sense of ownership
- Greater access to resources
- Forming cooperative relationships



VISUAL 2.6

The Planning Team

Multidisciplinary approach advantages:

- A sense of ownership
- Greater access to resources
- Forming cooperative relationships

Visual 2.6



REVIEW TEAM MEMBERS TO BE INVOLVED

Review the list of some of the potential team members that should be involved with event pre-planning:

- Emergency Management
- Law Enforcement
- Fire and Rescue
- Public Works/Utilities
- Public Health
- Transportation Authority



VISUAL 2.7

Team Members

- Emergency Management
- Law Enforcement
- Fire and Rescue
- Public Works/Utilities
- Public Health
- Transportation Authority



Visual 2.7



IDENTIFY LEAD AGENCY

Explain to students that there should be a lead agency that is responsible for public safety planning, and that that agency should be identified by planners early in the planning process. Express that in many communities, the agency responsible for public safety is the emergency management agency, and that they should lead the way in coordinating the event planning effort.



VISUAL 2.8

Team Considerations

- Identify the lead agency early in the process
- The lead agency for public safety planning is usually the emergency management agency

"Approving Authority Checklist"
Job Aids Page A-22

Visual 2.8



JOB AIDS MANUAL A-22

Refer students to the "Approving Authority Checklist" on pages A-22 through A-32 of the FEMA Special Events Contingency Planning Job Aids Manual. Briefly review the checklist with them and discuss any questions.



DISCUSS THE ROLE OF PROMOTERS

Explain that promoters and/or sponsors should be involved in all phases of the event planning from the very beginning. Emphasize that promoters need to be focused to have public safety at the top of their priority list, not monetary gains.



VISUAL 2.9

Promoters or Sponsors

- Involve promoters and sponsors in all phases from the beginning**
- Ensure that promoters' first priority is public safety**
- Involve local agency participation**

Visual 2.9



ENCOURAGE PROMOTER PARTICIPATION

Discuss ways to encourage promoter participation and ensure public safety at an event:

- Require promoter attendance at planning meetings.
- Build public agency regulatory oversight of the promoter into the permit process.
- Require the promoter to have adequate contingency plans in place before approving an event.



VISUAL 2.10

Ways to Encourage Participation

- Require promoter attendance at planning meetings
- Build public agency regulatory oversight of the promoter into the permit process
- Require the promoter to have adequate contingency plans in place before approving an event

"Promoter/Sponsor Checklist"
Job Aids Page A-9

Visual 2.10



JOB AIDS MANUAL A-9

Refer students to the "Promoter/Sponsor Checklist" on pages A-9 through A-21 of the FEMA Special Events Contingency Planning Job Aids Manual. Briefly review the checklist with them and discuss any questions.



**DISCUSS
COMMUNITY
COOPERATION**

Discuss the importance of community cooperation and its benefits, including Mutual Aid. Explain that during the planning meetings, the team should review its resources to ensure that all necessary equipment is available. Explain that if additional equipment is needed, agencies may need to acquire the equipment or supplies to prepare for the event.

Explain that one way to acquire equipment is to work together with neighboring communities by adopting a "Mutual Aid" program. This allows communities to pool resources and share liability for equipment.



VISUAL 2.11

Community Cooperation

- Mutual aid
 - Agencies on team can pool resources and share
 - Agencies can set up programs with neighboring communities



Visual 2.11



**EXPLAIN
PUBLIC-
PRIVATE
PARTNERSHIPS**

Explain that Community Leaders can also contribute information about or help to broker public-private partnerships to meet some of the resources and needs.

Explain that “public-private” partnerships are contractual agreements between a public agency and a corporation. Each party brings skills and assets that may be shared in delivering a service or facility for the use of the general public. Each party shares in the risks and rewards in the delivery of the service or facility.



VISUAL 2.12

**Community Cooperation
(cont.)**

- Public-private partnerships**
 - Contractual agreement between public agency and a corporation**
 - Each party shares services and facilities for the use of the general public**
 - Shared risk and reward**



Visual 2.12



DISCUSS ESTABLISHED AGREEMENTS

Point out that agreements may already exist between neighboring communities and between communities and private corporations. Agreements that are established may already be included in part of the local Emergency Operations Plan (EOP). As the event planner, you should investigate the assets that are available and the agreements that are in place to assist with planning and emergency response.



VISUAL 2.13

Community Cooperation (cont.)

- Other established agreements**
 - Important for planners to be aware of these before putting other agreements in place**
 - May be part of the local Emergency Operations Plan**

Visual 2.13



DISCUSS LOCAL AGENCIES TO BE INCLUDED IN PLANNING

Discuss local agency information in depth with students. Explain that certain types of agencies should always be included in pre-event planning. These include:

- Organizations and agencies representing the disabled.
- Emergency services and public safety agencies.
- Health agencies and medical community representatives.



VISUAL 2.14

Local Agencies

- Always include the following agencies in pre-event planning:**
 - Organizations and agencies representing the disabled**
 - Emergency services and public safety agencies**
 - Health agencies and medical community representatives**

Visual 2.14



**DISCUSS MORE
LOCAL
AGENCIES TO
BE INCLUDED IN
PLANNING**

Continue to identify the local agencies that should always be included in pre-event planning on this slide.

- Legal counsel
- Local Emergency Planning Committees (LEPCs)
- Public works agencies and utility companies
- Purchasing and procurement agencies



VISUAL 2.15

Local Agencies (cont.)

Always include:

- Legal counsel
- Local Emergency Planning Committees (LEPCs)
- Public works agencies and utility companies
- Purchasing and procurement agencies

Visual 2.15



SM II-17

Refer students to the “Examples of Local Agencies” on page II-17 of their Student Manual. Review the examples with them and discuss any questions.

Examples of Local Agencies

| Agency | Description |
|---------------------|---|
| Aging | Works with local Area Agencies on Aging as well as various other public and private organizations to help older persons and their families find the services and information they need. |
| Agriculture | Promotes their jurisdiction's agricultural products; encourages production; and ensures consumer, livestock, and plant safety. |
| Art | Supports and stimulates excellence in all the arts, in their full cultural and ethnic diversity, and ensures that the arts are accessible to all. |
| Attorneys General | Serve as legal counselors to agencies and legislatures and as representatives of the public interest. Attorneys General occupy the intersection of law and public policy, consulting in areas such as child-support enforcement, drug policy, and environmental protection. |
| Banking | Oversees varied business and economic interests. The authority encompasses utilities, insurance, state-chartered financial institutions, securities, retail franchising, and railroads. Serves as the central filing office for corporations, limited partnerships, limited liability companies, business trusts, and Uniform Commercial Code filings. |
| Consumer Protection | Provides consumer protection services, real estate fraud and information programs, small-claims court advisor programs, dispute settlement services, cable television franchising, adult protective services, fraud protection programs, volunteer and internship programs, and public information and community outreach services. Educates on issues related to consumption and encourages positive consumer-to-business relationships that foster a fair and vigorous marketplace. |
| Disability | Promotes and improves awareness, availability, and accessibility of information that can help people with disabilities live, learn, love, work, and play independently. |
| Drug | Establishes policies, priorities, and objectives for the Nation's drug-control program (reduce illicit drug use, manufacturing, and trafficking; drug-related crime and violence; and drug-related health consequences). |



Examples of Local Agencies (cont.)

| | |
|-----------------------------------|--|
| Economic Development and Commerce | Partners with communities to advance their economic development efforts. Markets a jurisdiction's business climate, strategic location, workforce, and natural and cultural resources. Offers economic development incentives and information to enhance a community's ability to compete, diversify, and prosper. |
| Education | Provides leadership, assistance, oversight, and resources so that every student has access to an education that meets world-class standards. Oversees the jurisdiction's diverse and dynamic public school system. Enforces education law and regulations. Reforms and improves public elementary school programs, secondary school programs, adult education, some preschool programs, and child care programs. |
| Election | Ensures uniformity, fairness, accuracy, and purity in all elections. Promotes the proper administration of election laws, campaign finance disclosure compliance, and voter registration processes by promulgating rules and regulations, issuing instructions, and providing information to electoral boards and general registrars. |
| Emergency Management | Coordinates all activities necessary to protect communities from natural, technological, and manmade disasters and other emergencies that threaten the jurisdiction. Coordinates Emergency Management Services by providing leadership, planning, education, and resources to protect lives, property, and the environment. Coordinates the response of agencies, in times of emergency or disasters, ensuring that the most appropriate resources are dispatched to the impacted area. Works with local governments, voluntary organizations, and the private sector to develop disaster preparedness plans and mitigation projects, and provides training and exercise activities. |
| Environment and Natural Resource | Protects human health and the environment. |
| Fish and Wildlife | Conserves, protects and enhances fish, wildlife, and plants and their habitats. |
| Health and Medical Community | Promotes and protects the health and safety of all people through the delivery of quality public health services and the promotion of health care standards. |
| Historic Preservation | Coordinates and supports public and private efforts to identify, evaluate, and protect our historic and archeological resources. |
| Housing and Community Development | Administers affordable housing and community development programs, creates affordable housing and safe, viable communities that enhance the quality of life for all, especially those of low and moderate income. |



Examples of Local Agencies (cont.)

| | |
|---|--|
| Insurance | Regulates the insurance industry and assists consumers and other stakeholders with insurance issues that are important to them. |
| Labor and Employment | Fosters and promotes the welfare of job seekers, wage earners, and retirees by improving their working conditions; advancing their opportunities for profitable employment; protecting their retirement and health care benefits; helping employers find workers; strengthening free collective bargaining; and tracking changes in employment, prices, and other economic measurements. |
| Libraries | Operates the primary research library for the jurisdiction. Collects and preserves materials about the jurisdiction and its history. Provides electronic access to library materials housed in the jurisdiction's libraries. Acts as the jurisdiction's publisher or distributor of official records and periodicals. Maintains and circulates special collections, such as "Talking Books" for blind and physically impaired citizens or e-books. Provides telephone or online reference services. Operates literacy or reading programs. |
| Local Emergency Planning Committees (LEPCs) | Develops, trains, and tests a hazardous substances emergency response plan for the jurisdiction. Develops procedures for regulated facilities to provide notification of a hazardous release to the LEPC. Develops procedures for receiving and processing community right-to-know requests from the public. Provides for public notification of committee activities. |
| Motor Vehicle | Issues vehicle registrations and titles; examines and licenses drivers; administers financial responsibility, mandatory insurance, and driver improvement programs; conducts administrative reviews under "drunk driver" laws; and provides records management for all of these functions. |
| Public Safety | Operates the jurisdiction's highway patrol or police and their training facilities, which may include the bureau of investigation, crime lab, division of fire safety, commercial carrier inspection, and weight load management office; office of narcotics enforcement; or State public safety telecommunications network. |
| Public Utilities and Public Service | Regulates businesses that provide telephone, cable communications, electricity, gas, oil, and other utilities, with the aim of providing consumer protection to the jurisdiction's citizens. |
| Purchasing and Procurement | Oversees procurement policy and procedures and ensures the integrity of the jurisdiction's procurement system. |



Examples of Local Agencies (cont.)

| | |
|-------------------------------|--|
| Securities | Protects investors against securities fraud and provides aggressive enforcement actions against any firm or individual who has violated the statutes to the detriment of investors. Provides for the licensing and regulation of securities broker-dealers, agents, investment advisers, and investment adviser representatives and financial planners. Promotes financial literacy. |
| Social Service | Improves the quality of life for citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations. |
| Surplus Property | Receives, warehouses, and redistributes personal property that is surplus. Screens, warehouses, and distributes surplus property allocated from military installations. |
| Tax and Revenue | Collects revenues and administers programs to fund public services, and advocates sound tax policy. Promotes fairness, consistency, and uniformity in the development and application of tax law and policy. Promotes correct and timely payment of taxes through education and enforcement. |
| Tourism | Promotes travel and tourism. |
| Transportation | Builds, maintains and operates the roads, bridges, and tunnels. Provides funding for airports, seaports, rail and other public transportation. |
| Treasurer | Serves as guardian of the taxpayers' money that is used to operate governments and provide services. |
| Utility | Creates and maintains a regulatory environment that ensures safe, reliable, and efficient utility services at fair and reasonable rates. |
| Vocational and Rehabilitation | Coordinates and provides counseling, evaluation, and job placement services for people with disabilities. |
| Weights and Measures | Assures that equity prevails in the marketplace for both buyer and seller. Inspects commercial weighing and measuring devices for accuracy, including large truck scales at local grain elevators; livestock scales; computing scales at supermarkets; and meters used to measure bulk deliveries of refined fuels, liquefied petroleum gases, and service station dispensers. Checks the accuracy of packaged products sold by weight, measure, or count. |



DISCUSS COMMUNITY LEADERS

Explain that local community leaders should also always be included in pre-event planning, including:

- City Manager
- Community relations officials
- Emergency services officials (fire, emergency medical services, police)
- Mayors, city council members, and other elected officials



VISUAL 2.16

Local Leaders

- Always include the following community leaders in your pre-event planning:**
 - City Manager**
 - Community relations officials**
 - Emergency services officials**
 - Elected officials**

Visual 2.16



SM II-22

Refer students to the “Examples of Community Leadership” on page II-22 of their Student Manual. Review the list with them and discuss any questions.



Examples of Community Leadership

| Leadership | Description |
|---|---|
| City Manager | Directs and supervises the administration of all departments, offices, and agencies of the city, except as otherwise provided in the city's charter. Advises the city council regarding the financial condition of the city, its future needs, and all matters related to its proper administration. Proposes and submits an annual budget to the city council and, after approval, implements the budget. Implements city policy as determined by the Mayor and city council by providing management and administrative support. |
| Community Relations Officials | Manage a complete communications program to keep residents and the media informed of municipal services and activities. Employ a variety of print and electronic resources, including a community newsletter, special brochures and informational materials, news releases and media advisories, video and cable television, telephone bulletin boards, multimedia kiosks, and the Internet. Ensure an educated and involved citizenry and an alert media by providing information on city programs and activities through timely and efficient communication methods. |
| Emergency Services Officials | Coordinate all activities necessary to protect communities from natural, technological, and manmade disasters and other emergencies that threaten the jurisdiction. Coordinate emergency management services by providing leadership, planning, education and resources to protect lives, property, and the environment. In times of emergency or disaster, coordinate the response by ensuring that the most appropriate resources are dispatched to the impacted area. Work with local governments, voluntary organizations, and the private sector to develop disaster preparedness plans and mitigation projects, and provide training and exercise activities. |
| Mayors | Direct city departments and appoint department heads, with the advice and consent of the city council. Submit budgets to city councils. Preside at city council meetings and vote in the event of a tie. Approve or veto ordinances passed by the city council and have the power to veto whole ordinances or parts of appropriations bills. May also appoint members of city boards and commissions. |
| City Council Members, and other Elected Officials | Responsible to the city's residents for all municipal programs and services, as well as local policy decisions affecting city residents in a wide number of areas, including land use, solid waste, air quality, and protecting and enhancing the city's revenue base. |



**DISCUSS
OTHER
COMMUNITY
MEMBERS
THAT MAY BE
INCLUDED**

Explain that depending upon the type of event, other team members may need to be included:

- Animal care and control organizations
- The Chamber of Commerce
- Communications representatives
- Community services representatives and voluntary organizations
- Labor and professional organizations
- Private-sector representatives
- School officials



VISUAL 2.17

Other Team Members

- For specific types of events, other team members include:**
 - Animal care and control organizations**
 - The Chamber of Commerce**
 - Communications representatives**
 - Community services representatives and voluntary organizations**
 - Labor and professional organizations**
 - Private-sector representatives**
 - School officials**

Visual 2.17



SM II-24

Refer students to the “Examples of Other Planning Team Members” on page II-24 of their Student Manual. Review the list with them and discuss any questions.

Examples of Other Planning Team Members

| Leadership | Description |
|--|---|
| Animal care and control organizations | Deliver effective, courteous, and responsive animal care and control services to the residents of the community. Responsible for stray, injured, abandoned, neglected, and mistreated animals, as well as for the enforcement of all local and State animal control and welfare laws. |
| Aviation and coastal authorities | Regulate and promote marine safety, recreational boating safety, and civil aviation safety; conduct search and rescue operations; and ensure port security. |
| Chamber of Commerce | Provides community leadership, supports economic development, education, local government, and quality of life for the community. Promotes local business and displays what the community has to offer to prospective relocating families and businesses. |
| Public Information Officer | Reports directly to the city administrator and is responsible for a city’s comprehensive, successful public information efforts to create a strategically planned network of coordinated outreach activities directed at the citizens. Implements and maintains the city’s communication programs, including local access cable TV, the World Wide Web, and the city newsletter, to deliver messages directly to the citizens most effectively. Oversees the city’s media relations efforts, while emphasizing the regular dissemination of news on the multitude of positive city programs, projects and services. |
| Local media | Create, report on, and disseminate print and multimedia content that educate, inform, engage, and inspire the public. |
| Community services representatives and Voluntary Organizations (American Red Cross, Lions Clubs, Shriners, Veterans of Foreign Wars, etc.) | Offer community services that help the needy provide support and comfort for military members and their families, and promote health and safety. Provide international relief and development programs. Foster self-improvement through leadership, education, the perpetuation of moral values, and community involvement. Work closely with national organizations. Promote constructive community service with volunteerism benefiting education, the environment, health sciences, and civic projects. |
| Industrial and military installations | Oversee day-to-day operations, maintenance, safety, and security of industrial and military installations that may be present in and around communities. |

**Examples of Other Planning Team Members (cont.)**

| | |
|--------------------------------------|--|
| Labor and professional organizations | Represent persons employed in many fields and occupations. Provide sources of information on career options as well as training and education requirements and opportunities. |
| Private sector representatives | Provide jobs and income to the community. |
| School board officials | Provide leadership, assistance, oversight, and resources so that every student has access to an education that meets world-class standards. Oversee the jurisdiction's diverse and dynamic public school system. Enforce education law and regulations locally and reform and improve public elementary school programs, secondary school programs, adult education, some preschool programs, and child care programs. |



**SMALL GROUP
ACTIVITY**

Activity 2.1 – Who are You Going to Call?

Instructions:

Explain that in this activity, we're going to start planning for a special event. Our special event is planning for the city of Springfield's Centennial Celebration Parade.

In this activity, we are going to think about who we need on our planning teams.

Divide the class into 5 small groups, each with a relatively equal number of participants. Give each group a title:

1. Promoters or Sponsors
2. Partnerships
3. Local Agencies
4. Local Leaders
5. Other Sources

Ask each group to brainstorm a list of the agencies, organizations, or people in their category that need to be on the planning team. Give the groups about 5 minutes for the brainstorming. After 5 minutes, stop the groups and ask each category group to present their list to the whole group. Discuss their answers and any suggestions offered by other participants may have.



VISUAL 2.18

Activity 2.1

- Break into 5 small groups
- Each group assigned a category
- Brainstorm a list of organizations, agencies or people needed for your event planning team
- Discussion



Visual 2.18



INTRODUCE TOPIC

PLANNING CONSIDERATIONS

Explain that the planning process should begin with an initial planning team meeting.

Review the target outcomes of the initial planning team meeting:

- Mission statement
- Event objectives
- Necessary components of the public safety plan



VISUAL 2.19

Planning Considerations

- Initial planning team meeting
 - Develop a mission statement
 - Develop event objectives
 - Determine the necessary components of the public safety plan

Visual 2.19



REVIEW SPECIAL CONSIDER- ATIONS FOR THE PLANNING TEAM MEETING

Review the special considerations that should be discussed at the initial planning team meeting:

- The promoter's or sponsoring organization's purpose and experience
- Event risks (including crowds, staffing, food and shelter, parking, transportation, medical facilities)
- Previous event concerns
- Relevant local concerns
- Weather concerns
- Community impact



VISUAL 2.20

Initial Planning Team Meeting

- Meeting team considerations:
 - The promoter's or sponsoring organization's purpose and experience
 - Event risks
 - Previous event concerns
 - Relevant local concerns
 - Weather
 - Community impact

Visual 2.20



REVIEW MISSION STATEMENT CRITERIA

Explain how to develop an effective mission statement. Review these tips with the students:

- Include public health and safety as a critical goal for the event.
- Express the special event's purpose in a way that inspires commitment and innovation.
- Resonate with the people working on and for the special event, as well as with the various attendees that the event hopes to attract.



VISUAL 2.21

Mission Statement

- An effective mission statement must:**
 - Include public health and safety as a critical goal for the event**
 - Express the special event's purpose in a way that inspires commitment and innovation**
 - Resonate with the people working on and for the special event, as well as with the various attendees that the event hopes to attract**

Visual 2.21



**REVIEW
QUESTIONS TO
ASK WHEN
DEVELOPING A
MISSION
STATEMENT**

Remind students to keep the following questions in mind when developing a mission statement:

1. What is the purpose of the special event?
2. What are we doing to address the purpose?
3. What benefits or values will result from the event?
4. How will public health and safety be protected?



VISUAL 2.22

Mission Statement (cont.)

□ Questions to answer

- What is the purpose of the special event?**
- What are we doing to address the purpose?**
- What benefits or values will result from the event?**
- How will public health and safety be protected?**

Visual 2.22



SM II-31

Review the following as good examples of special event mission statements. Refer participants to page II-31 of their Student Manual to read along.

Japanese Cultural Fair: The purpose of the Japanese Cultural Fair is to provide an opportunity, in a safe environment, for the community to increase its awareness and understanding of the Japanese community as well as Japanese culture, both traditional and contemporary. We believe that through an increased exposure to the arts, crafts, and culture of Japan, we can improve mutual understanding among neighbors as well as enrich our community life.

Old Days Rodeo: The Old Days Rodeo is a community project organized exclusively for the purpose of educating and informing the residents about agricultural matters in a safe environment. Annual public fairs, exhibitions, rodeos, and other special events offer the public a unique opportunity to be exposed to and informed about the many areas of agriculture, including livestock breeding and improvement of breeds, horticulture, horses, poultry, swine, and resource management and conservation.

Very Special Arts Festival: The mission of the Very Special Arts Festival is to provide a safe environment in which to develop quality programs throughout the State by integrating all of the arts into the lives and education of children, youth, and adults, especially those who are disadvantaged or have a disability.



Beach Park Music Festival: This Beach Park Music Festival showcases local and national talent during 3 days at Beach Park. There will be several stages of entertainment, interactive activities, vendors, food, beverages and much more—all in a controlled, safe environment.

Emerald Irish Festival: Bring the whole family and enjoy a day of Irish fun in a safe, family-friendly environment. The 1st Annual Emerald Irish Festival includes some of the finest traditional Irish bands along with authentic Irish food vendors; Irish dancers, face painting, and, of course, Irish drinks.

Hands-On Festival: The mission of the Hands-On Festival is to provide an opportunity for people of all ages to discover and enjoy the wonder of science, math, and technology in a safe, interactive environment that promotes science literacy through experimentation, exploration and education.



REVIEW EVENT OBJECTIVES

In addition to a mission statement, the planning team will need to develop event objectives – statements describing the specific outcomes the event is designed to achieve. These guide the planning process, set priorities, and establish criteria for event evaluation.

Well-written objectives are SMART:

- Specific
- Measurable
- Achievable
- Realistic
- Time Based



VISUAL 2.23

Event Objectives

Good objectives are SMART



- Specific
- Measurable
- Achievable
- Realistic
- Time-based

"Special Event Planning Checklist"
Job Aids Page A-4 – A-8

Visual 2.23

**SM II-33**

Review the following as good examples of special event objectives. Refer participants to page II-33 of their Student Manual to read along.

Examples of Special Event Objectives

- As a result of television, radio, and print ads, ticket sales for both days of the Japanese Cultural Fair will increase by 25% over last year.
- Increase the number of contemporary Japanese cultural booths and exhibits by 10 percent over last year.
- Increase accessibility of the Japanese Cultural Fair for all physically disabled attendees by:
 - Placing accessible walkways and ramps en route to all booths and exhibits.
 - Lowering the height of all exhibit tables.
- During a random survey of attendees, 4 out of 5 attendees at the Japanese Cultural Fair will be able to state the purpose of the event when asked.

**JOB AIDS
MANUAL A-4**

Refer participants to the “Special Event Planning Checklist” on pages A-4 through A-8 of the FEMA Special Events Contingency Planning Job Aids Manual. Briefly review and discuss any questions.

**SM II-34**

Refer participants to page II-34 of their Student Manual for a copy of the “Special Event Planning Rules of Thumb Checklist.” Review this checklist and discuss any questions.



**INTRODUCE
TOPIC**

ISSUES TO CONSIDER

There are some common special issues related to pre-event planning. List these for the students.

- The permit-approval process
- Legal issues
- Liability issues
- Political issues
- Economic issues
- Attendee issues

Explain that these special issues will be covered in detail later in the course.



VISUAL 2.24

Issues to Consider

- Common special issues related to pre-event planning include:**
 - The permit approval process**
 - Legal issues**
 - Liability issues**
 - Political issues**
 - Economic issues**
 - Attendee issues**

Visual 2.24



DISCUSS THE PERMIT APPROVAL PROCESS

Explain that promoters or sponsors must usually gain approval from local, and sometimes state, authorities to hold public events. Explain that the following information should be available to the promoters before beginning the permit-approval process:

- Identify the permits that will be required for the special event
- Identity of the approving authority and any other authorities actively involved in the approval process.
- Relevant statutes, ordinances, codes, and standards (i.e., life safety codes) existing for special events and mass gatherings.



VISUAL 2.25

Permit-Approval Process

The information below should be available to promoters before beginning the permit-approval process:

- Identity of the approving authority and any other authorities actively involved in the approval process.**
- Relevant statutes, ordinances, codes, and standards (i.e., life safety codes) existing for special events and mass gatherings.**

Visual 2.25



**DISCUSS THE
PERMIT
APPROVAL
PROCESS**

Continue to review information that should be available to promoters:

- Documentation required to support their application
- Insurance, bond, and liability information
- Relevant deadlines for filing applications



VISUAL 2.26

**Permit-Approval Process
(cont.)**

- Documentation required to support their application
- Insurance, bond, and liability information
- Relevant deadlines for filing applications



Visual 2.26



**DISCUSS THE
PERMIT
APPROVAL
PROCESS**

Tell participants that some communities offer “one-stop shopping” for permits.

Explain how this works and why it is beneficial to students.

- The person requesting an event completes an application at one office and the information is forwarded to the appropriate agencies for approval.

Identify the benefits of “one-stop shopping” for permits.

- The person requesting the event does not have to track down the appropriate agencies to make a request.
- This ensures that all required agencies are notified and can consider the request before the permit is issued.

Explain that promoters must be aware of timetables for approving events and issuing permits by the approving authority. They should be aware that potential delays may occur and should plan the schedule accordingly.



VISUAL 2.27

Permit-Approval Process (cont.)

- Some communities have “One-Stop Shopping” for permitting.
- This ensures that all required agencies are notified before the permit is issued.
- Make sure to build in time for delays.

Visual 2.27



DISCUSS POTENTIAL FOR LIABILITY

Explain that part of the planning process needs to address the legal issues associated with the special event.

Point out that, with a special event, promoters, sponsors, and communities are exposed to the possibilities of potential liability.

Explain that planners need to ensure that the potential liabilities are addressed.

Explain that promoters should be advised to obtain legal advice early in the planning stage.

Discuss the following possible liabilities:

- Injuries
- Acts or omissions
- Costs incurred in responding to major emergencies occasioned by the event
- Effects of the event on normal emergency operations

Ask participants of examples of other potential liabilities at a special event.



VISUAL 2.28

Legal Issues

Promoters should consider:

- Injuries
- Acts or omissions
- Costs incurred in responding to major emergencies occasioned by the event
- Effects of the event on normal emergency operations

Visual 2.28



DISCUSS FEE STRUCTURES

Discuss fee structures and the concept of “User Pays” policies.

Explain that:

- Most communities have adopted a “User Pays” policy for services provided at sporting and entertainment events.
- Others require the promoter or sponsor to submit an amount to be held in escrow until after the event.
- “User Pays” policies help to offset the costs of public services at special events by charging for the use of those services when under normal circumstances, those services would be free.
- Escrow funds are up-front fees to ensure compliance with requirements and to offset potential damage or injury that occurs as a result of the event.

Remind students that event promoters should consult local and state authorities in advance to determine relevant fee structures and charges for services provided, including payment of overtime costs for personnel.



VISUAL 2.29

Legal Issues (cont.)

- Fee structures
 - “User Pays” policies
 - Escrow funds
 - Overtime costs



Visual 2.29



SM II-40

Refer students to page II-40 their Student Manual for examples of “User Pays” policies. Review these examples with students and discuss any questions on the topic.

Examples of “User Pay” Policies

Emergency Medical and Police Services: Under normal circumstances, emergency medical and police services are free to taxpayers. During special events, participants and attendees may be required to pay a fee to help offset the costs to the community for having emergency medical and police services available. Fees may be in the form of entrance fees to users, additional participant fees to exhibitors, or fees charged specifically to the users of the services. For example, if the police are called to break up a fight between spectators at a soccer match, the persons involved in the fight might be charged a fee for the use of the police in this special circumstance.

Search and Rescue Services: To help offset the costs to communities and taxpayers, some communities have instituted “User Pay” policies for search and rescue services. Search and rescue services are very costly. Often persons requiring these services are ill prepared for the elements (e.g., did not have inclement weather gear, maps, or compasses or global positioning systems, etc.) or disregarded posted warnings and advisory signs (e.g., fell while climbing in areas roped off for safety reasons). If search and rescue services are required in these types of situations, the person(s) requiring rescue may be charged for the services so that the community does not incur the cost.



REVIEW LIABILITY ISSUES

Tell participants that:

- Promoters may be required to post a bond or provide liability insurance to cover the costs of emergency response, subsequent venue cleanup, traffic and crowd control, and other policing functions.
- The head of the planning team must monitor progress made in satisfying all legal and liability requirements throughout the planning stage of the event.
- Research should be done to determine the statutory authority and emergency powers (e.g., emergency evacuation) of the various parties involved in the event.



VISUAL 2.30

Liability Issues

- Bond posted or liability insurance**
 - Emergency response**
 - Venue cleanup**
 - Traffic control**
 - Crowd control**
- Statutory authority/Emergency powers**

Visual 2.30



REVIEW POLITICAL AND ECONOMIC ISSUES

Tell participants that:

- Promoters should always encourage elected political officials to support the event.
- A way to encourage this is to show the monetary or quality-of-life impact that a safe and successful event would have on the community.
- Explaining the positive impact encourages elected political officials to support the event.

Emphasize that:

- Planners should never sacrifice public safety for the sake of economic benefit.
- Planners should take into account that fire and police agencies must not be negatively impacted by an event.
- Event planners should consider additional staffing to ensure that this does not happen.



VISUAL 2.31

Political and Economic Issues

- Encourage elected political officials to support the event
- Do not sacrifice public safety for economic benefit
- Consider impact to fire and police agencies
- Consider additional staffing to avoid negative impact

Visual 2.31



**DISCUSS
SAFETY AND
SECURITY/
TERRORISM
ISSUES**

Explain that special events and mass gatherings are a perfect target for terrorist activities because of the large number of people, media coverage, and the high profile impact if a terrorist does strike. Certain events are targets for a number of reasons:

- The event happens on a date of special significance (such as a holiday or anniversary date)
- The nature of the event is controversial or significant
- The location of the event is controversial or significant
- The participants in the event are controversial or significant

Emphasize that event planners can take steps to prepare for these attacks, whatever size event they are planning.



VISUAL 2.32

**Safety and Security
Issues/Terrorism**

- Targets for terrorist activities**
 - Large number of people**
 - Media coverage**
 - High profile impact**
- Certain events are high risk**
 - Date of the event (holiday, anniversary)**
 - Nature of the event**
 - Location of the event**
 - Participants in the event**

Visual 2.32



**DISCUSS
SAFETY AND
SECURITY
ISSUES**

Stress that community planners can identify terrorist organizations that may be attracted to their event for any number of reasons and can prepare accordingly.

- Know the possible risks that the event poses
- Know the audience the event will attract
- Make sure that public safety personnel are adequately trained and equipped with personal protective equipment to protect themselves as they help others
- Make sure that public safety teams understand how to mitigate any potential terrorist incidents
- Coordinate with Federal officials, including the Federal Bureau of Investigation or the Office of the Secretary of State if the event warrants

Note to participants that the Southern Poverty Law Center in Birmingham, Alabama, is a watchdog for domestic violent and subversive groups. Its website can be consulted prior to planning an event. Information can be found at www.splcenter.org.



VISUAL 2.33

**Safety and Security
Issues/Terrorism (cont.)**

- Planners can prepare:**
 - Know possible risks that event poses**
 - Know audience event will attract**
 - Ensure public safety personnel are trained and equipped with PPE**
 - Ensure public safety teams understand how to mitigate incidents**
 - Coordinate with Federal officials, including FBI or the Office of the Secretary of State if necessary**

Visual 2.33



**REVIEW
SAFETY AND
SECURITY
ISSUES/
TERRORISM**

Emphasize that planning and intelligence gathering are necessary activities for law enforcement personnel during event planning.

Point out that the level of commitment to these anti-terrorist activities influences the level of response capabilities that should be maintained.

Define two terms that all the participants should understand:

- **Anti-Terrorism:** Term used to define actions taken to mitigate potential effects of terrorist activity.
- **Counter-Terrorism:** Operational actions taken or activities planned to prevent a terrorist activity or event.



VISUAL 2.34

**Safety and Security
Issues/Terrorism (cont.)**

- Anti-terrorism:**
Actions taken to mitigate potential effects of terrorist activity.
- Counter-terrorism:**
Actions taken or activities planned to prevent a terrorist activity or event.

"Terrorist Threats and Targets"
Job Aids Page 1-15 – 1-16

Visual 2.34



**JOB AIDS
MANUAL**

Refer participants to pages 1-15 through 1-17 in their Special Events Contingency Planning Job Aids Manual for more information on key terrorist targets and threat assessment.

**Rules of Thumb Planning Checklist**

| | Numbers of Spectators | | | | |
|---|------------------------------|--------------|---------------|----------------|----------------|
| | 500 | 5,000 | 50,000 | 100,000 | 500,000 |
| Security Officer(s) | 1 | 10 | 100 | 200 | 1,000 |
| Medical Aid Post(s) | 1 | 10 | 100 | 200 | 1,000 |
| Medical Aid Personnel | 2 | 20 | 200 | 400 | 2,000 |
| Persons with Medical Injuries | 1.5-6.5 | 15-65 | 150-650 | 300-1300 | 1500-6500 |
| Quarts of Drinking Water | 2,500 | 25,000 | 250,000 | 500,000 | 2,500,000 |
| Quarts of other Potable Water | 8,500 | 85,000 | 850,000 | 1,700,000 | 8,500,000 |
| Parked Vehicles (1 vehicle for 3 spectators) | 167 | 1,670 | 16,700 | 33,400 | 167,000 |
| For an event with no alcohol: | | | | | |
| Men | 1 toilet | 10 toilets | 100 toilets | 200 toilets | 1000 toilets |
| | 2 urinals | 20 urinals | 200 urinals | 400 urinals | 2000 urinals |
| | 2 sinks | 20 sinks | 200 sinks | 400 sinks | 2000 sinks |
| Women | 6 toilets | 60 toilets | 600 toilets | 1200 toilets | 6000 toilets |
| | 2 sinks | 20 sinks | 200 sinks | 400 sinks | 2000 sinks |
| For an event with alcohol: | | | | | |
| Men | 3 toilets | 30 toilets | 300 toilets | 600 toilets | 3000 toilets |
| | 8 urinals | 80 urinals | 800 urinals | 1600 urinals | 8000 urinals |
| | 2 sinks | 20 sinks | 200 sinks | 400 sinks | 2000 sinks |
| Women | 13 toilets | 130 toilets | 1,300 toilets | 2,600 toilets | 13,000 toilets |
| | 2 sinks | 20 sinks | 200 sinks | 400 sinks | 2000 sinks |



Activity 2.2 – Planning a Special Event

Special Event:

Mission Statement:

Event Objectives (Remember to make these SMART):

Overall Issues and Concerns:



Activity 2.2 – Planning a Special Event (Continued)

| | |
|-----------------------|---------------------|
| Special Event: | |
| Team: | |
| Issue/Concern | Action Items |
| | |
| | |
| | |
| | |


**INTRODUCE
ACTIVITY**

ACTIVITY 2.2 – PLANNING A SPECIAL EVENT

Instructions:

Refer students to Page II-49 in their Student Manual.

1. Divide the class into small groups – 5 or 6 per group.
2. Explain that the purpose of the exercise is to practice pre-planning a special event.
3. Assign each group a scenario, either real or assigned. (See Option A and B, below)
 - A. **Assigned:** Participants step through the process of beginning to plan a special event by using a generic scenario developed for use in this class.
 - B. **Real:** Participants, working in groups that are planning to work together on a real special event, step through an event plan that may be used for the real special event at a later date.
4. Using worksheets, participants identify critical issues, identify key contacts and coordination between agencies needed to address the critical issues, and begin to develop a time line for planning the event. The instructor will lead a discussion of participants' event plans. These preliminary plans can then be continued outside the class to develop the actual special event plan.
5. Students should use the worksheet on page II-47, the activity instructions on page II-49, and the Rules of Thumb Checklist on page II-46 of their Student Manuals to identify the organizations and functions that need to be coordinated and the issues that need to be addressed for the special event. A blank copy of the form may be found in the Job Aids section of the Student Manual for future reference.
6. Each group should assign a spokesperson to report the event selected, the top two organizations to be coordinated with, and the top two issues.
7. Remind students to use their Job Aids Manual as reference.
8. Allow 15 minutes for participants to work.
9. Reconvene the class.
10. Allow each group to present its plan, using the Activity Worksheet for structure.

Total Time for Activity: 25 minutes

Assigned Scenarios

Here are some scenarios that may be assigned to groups without a real event to be planned.

Boulder, Colorado – Centennial Celebration and Fun-Run

This special event is scheduled for the weekend of June 23-24, and is a 2-day festival sponsored by the City of Boulder. The event is anticipated to have up to 20,000 attendees over 2 days. Saturday morning there will be a 5K run through the city for interested participants. There will be several food vendors, games for children, a free outdoor concert both days, and a fireworks and laser light display over Chautauqua Park on Saturday night. The event is planned to


**INSTRUCTOR
NOTE**



be held in downtown Boulder, on the pedestrian mall, limiting traffic in the several city blocks surrounding the area.

Iowa City, Iowa – Vice-Presidential Visit and Lecture

This special event is scheduled for Thursday, October 5. The Vice-Presidential lecture on the recent Middle East crisis is a 1-hour lecture by the current Vice-President of the United States. The event is anticipated to have up to 10,000 attendees for the lecture, and many more lining the street at the Vice-President's arrival. The lecture, sponsored by the University of Iowa and scheduled from 12:00am to 1:00pm, will be held in Carver-Hawkeye Arena at the Iowa City campus of The University of Iowa. The event is free, but requires tickets prior to the event due to limited seating capacity. Security is expected to be heavy, and attendees are advised to arrive no later than 2 hours prior to the event for security screening.

San Diego, California – Gay Pride Parade and Festival

This special event is scheduled for Saturday, May 12 at 10:00. The 3-hour parade and all-day festival are anticipated to bring up to 50,000 people to the city. For the festival, four stages for live performances, a food court, beer garden, and several education/information booths will be located on several blocks of closed-off city streets in a heavily populated residential and business area. Limited parking is available, and participants are encouraged to take public transportation.

Knoxville, Tennessee – Brittany Lears Concert

This special event is a city revitalization effort sponsored by the City of Knoxville and a large local petroleum company. The concert is scheduled for Thursday, July 30. Up to 5,000 people are expected to attend the free, outdoor show at the World's Fair Park Pavillion, with a large teenage audience population anticipated.

Washington, D.C. – Presidential Inauguration

This event is the inauguration and subsequent celebration of the newly elected President of the United States. It will be held on January 20, and includes the swearing in and inaugural address at the U.S. Capitol, and parade through downtown. The event is expected to draw approximately 500,000 people to the Washington, D.C. downtown area. Traffic flow will be modified throughout the downtown area, and parking will be extremely limited. Security will be extremely high throughout the day.



VISUAL 2.35

Activity 2.2

- Divide into small groups**
- Begin planning an event**
 - Assigned Generic Scenario**
 - Existing Upcoming Event**
- Identify organizations and functions that need to be coordinated and issues to be addressed**
- Discussion**



Visual 2.35



UNIT SUMMARY/TRANSITION



**SUMMARIZE
THE UNIT**

Summarize the information covered in this unit. Ask and resolve any outstanding questions.



VISUAL 2.36

Pre-Event Planning

Questions?



Visual 2.36