



IV. SPECIAL OPERATIONAL CONSIDERATIONS

Total Time: 3 hours 30 minutes

	OBJECTIVES	At the end of this unit, the participants should be able to: <ul style="list-style-type: none">• Explain what operational considerations are and how they can impact a special event.• Identify critical operational considerations associated with a special event.• Identify three spectator management and crowd-control issues.• Describe the special risks associated with high-profile or controversial events.• Identify strategies for addressing operational considerations when planning a special event.
	SCOPE	The scope of this unit includes: <ul style="list-style-type: none">• Unit Overview• What are Operational Considerations?• Spectator Management and Crowd-Control Issues• Safety Issues• Public Health• Personal Safety• Security• Traffic and Transportation• Other Special Operational Considerations• Activity – Addressing Special Operations Considerations• Unit Summary
	METHODOLOGY	The Instructor will begin with a brief discussion about how to identify and plan for operational considerations – hazards or incidents that could occur during an event. The Instructor will review Spectator Management, Crowd Control, Safety, Security, Public Health, and Transportation Issues. Throughout the course there is a series of activities that build upon each other, allowing participants 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 identifies and plans for operational considerations.



	<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>What are Operational Considerations?</td> <td style="text-align: right;">5 minutes</td> </tr> <tr> <td>Spectator Management and Crowd-Control Issues</td> <td style="text-align: right;">25 minutes</td> </tr> <tr> <td>Safety Issues</td> <td style="text-align: right;">25 minutes</td> </tr> <tr> <td>Public Health</td> <td style="text-align: right;">10 minutes</td> </tr> <tr> <td>Personal Safety</td> <td style="text-align: right;">10 minutes</td> </tr> <tr> <td>Security</td> <td style="text-align: right;">50 minutes</td> </tr> <tr> <td>Traffic and Transportation</td> <td style="text-align: right;">15 minutes</td> </tr> <tr> <td>Activity – Addressing Special Operations Considerations</td> <td style="text-align: right;">55 minutes</td> </tr> <tr> <td>Unit Summary</td> <td style="text-align: right;">10 minutes</td> </tr> <tr> <td style="text-align: right;">Total Time</td> <td style="text-align: right;">3 hours 30 minutes</td> </tr> </tbody> </table>	Topic	Time	Unit Overview	5 minutes	What are Operational Considerations?	5 minutes	Spectator Management and Crowd-Control Issues	25 minutes	Safety Issues	25 minutes	Public Health	10 minutes	Personal Safety	10 minutes	Security	50 minutes	Traffic and Transportation	15 minutes	Activity – Addressing Special Operations Considerations	55 minutes	Unit Summary	10 minutes	Total Time	3 hours 30 minutes
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	<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



REVIEW TOPICS

Referring to Visual 4.1, give an overview of the unit, explaining that they will learn how to identify and plan for operational considerations – hazards or incidents that could occur **during** an event. Explain that in this unit, they will be learning about Spectator Management, Crowd Control, Safety, Security, Public Health, and Transportation Issues.



VISUAL 4.1

Unit 4 Overview

This unit describes:

- **How to identify operational considerations – hazards or incidents that could occur during an event**
- **Spectator Management, Crowd Control, Safety, Security, Public Health, and Transportation Issues**

Visual 4.1



REVIEW OBJECTIVES

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

- Explain what operational considerations are and how they can impact a special event.
- Identify critical operational considerations associated with a special event.
- Identify three spectator management and crowd-control issues.
- Describe the special risks associated with high-profile or controversial events.
- Identify strategies for addressing operational considerations when planning a special event.



VISUAL 4.2

Unit Objectives

At the conclusion of this unit, participants will be able to:

- Explain what operational considerations are and how they can impact a special event
- Identify critical operational considerations associated with a special event
- Identify three spectator management and crowd-control issues

Visual 4.2



VISUAL 4.3

Unit Objectives (cont.)

- Describe the special risks associated with high profile or controversial events
- Identify strategies for addressing operational considerations when planning a special event



Visual 4.3



REVIEW OPERATIONAL CONSIDER- ATIONS

WHAT ARE OPERATIONAL CONSIDERATIONS?

Emphasize to participants that not every event runs as planned, and that some incidents occur that are beyond the control of the planning team. To ensure that all preparations possible have been made to ensure spectator safety, the planning team must also identify **operational considerations** which are defined as hazards or incidents that could occur **during** an event.

Explain that identifying operational considerations allows the planning team to consider even low-risk but high-impact scenarios and develop contingency plans to deal with them.



VISUAL 4.4

What are Operational Considerations?

- Operational Considerations – hazards or incidents that could occur during an event.
- Allow the planning team to consider even low-risk but high-impact scenarios and develop contingency plans

Visual 4-4



DISCUSS CROWD CONTROL ISSUES

SPECTATOR MANAGEMENT AND CROWD-CONTROL ISSUES

Lead a group discussion about crowds.

Explain that crowds are complex social structures that can assume roles that are quite different from the personalities of the individuals.

Ask participants to share their experiences in crowds, as an observer or as a participant.

Ask participants what they have observed about the behaviors of people in crowds.

Ask participants if they think crowd behavior is more predictable in a small crowd or a large crowd.

Discuss roles that event participants may assume, including:

- **Observers:** Those who follow the actions of the crowd but rarely take part.
- **Cheerleaders:** Those who provide verbal support for crowd leaders.
- **Active Core:** Those who carry out the actions of the crowd



VISUAL 4.5

Spectator Management and Crowd Control

Crowd personalities may:

- Increase the probability of a dangerous occurrence
- Increase the potential number of victims
- Make communication slower and more difficult
- Make response slower and more difficult



"Attendee / Crowd Issues"
Job Aids Page 1-7 – 1-9

Visual 4.6



DISCUSS CROWD PERSON- ALITIES

Explain the significance of “crowd personalities,” emphasizing that certain crowd personalities may:

- Increase the probability of a dangerous occurrence
- Increase the potential number of victims
- Make communication slower and more difficult
- Make response slower and more difficult

Point out that anonymity in a crowd increases the chances that a crowd will move outside of the social norms for acceptable behavior.



VISUAL 4.6

Spectator Management and Crowd Control

Crowd personalities may:

- Increase the probability of a dangerous occurrence
- Increase the potential number of victims
- Make communication slower and more difficult
- Make response slower and more difficult



“Attendee / Crowd Issues”
Job Aids Page 1-7 – 1-9

Visual 4.6



JOB AIDS MANUAL 1-7 – 1-9

Refer participants to page 1-7 through 1-9 of the Special Events Contingency Planning Job Aids Manual and discuss crowd types, panics, and crazes.

Panic: Flight from a real or perceived threat from which escape appears to be the only effective response. What appears to be panic is usually the result of poor inputs and previous knowledge and experience.

Craze: The temporary, short-lived competitive rush by a group toward some attractive object. A craze tends to occur on entering an event, and may be exacerbated by a lack of information.

Crowd Types:

- Ambulatory
- Disability/Limited Movement
- Cohesive/Spectator
- Expressive/Revelous
- Participatory
- Aggressive/Hostile
- Demonstrator
- Escape/Trampling
- Dense/Suffocating
- Rushing/Looting
- Violent

Facilitate a group discussion about these circumstances.

- Ask participants if they have experienced these phenomena and what how each was handled.



DISCUSS CANCELLING OR POSTPONING AN EVENT

Event planners need to take into consideration that an event may need to be cancelled, postponed, or interrupted. Explain that crowds may get angry about this and react in a dangerous way. Event planners need to have plans in place to manage an angry crowd appropriately. They should also take into account how to address possible readmission of patrons to the venue if necessary.



VISUAL 4.7

Canceling or Postponing an Event

Planners should take into consideration:

- Crowds may get angry and react dangerously
- Planners need to have plans in place to manage an angry crowd appropriately
- Planners should take into account how to address readmission of patrons to the venue if necessary



Visual 4.7



**REVIEW
AUTHORITY TO
CANCEL OR
POSTPONE**

Explain that during planning, the planning team and the promoter must determine:

- Who has the authority to cancel or postpone an event
- When and under what circumstances the event can be postponed or canceled

Emphasize that these decisions must be made before the event begins, and that everyone must know who has that authority.

Tell participants that the Incident Command System is an excellent tool to ensure the chain of command, communications, and the proper approving authority.



VISUAL 4.8

Canceling or Postponing an Event

Consider the following:

- Who has the authority to cancel or postpone an event?
- When and under what circumstances the event can be postponed or canceled?

Incident Command System is an excellent tool to ensure the chain of command, communications, and the proper approving authority.

Visual 4.8



REVIEW HOW TO DETERMINE THE VENUE

Tell participants that, with any event, planners need to consider a number of alternative venues for an event. Emphasize that health and safety considerations need to be taken into consideration to determine the appropriate venue. Recommend that planners consult with the emergency managers on their team to gain recommendations.



VISUAL 4.9

How to Determine the Venue

Planners need to consider alternative venues for an event:

- Health and safety considerations need to be taken into consideration
- Consult with the emergency managers to gain recommendations

"Venue Assessment Checklist"
Job Aids Pages A-44 – A-46

Visual 4.9



JOB AIDS MANUAL A-44 – A-54

Refer participants to page A-44 through A-54 in the Special Events Contingency Planning Job Aid Manual for a list of venue checklists.



SM A-6

Refer participants to page A-6 in the Job Aids section of the Student Manual for a checklist for determining a venue. Review the checklist.


**CONDUCT
ACTIVITY**

ACTIVITY 4.1 – SIZING UP THE CROWD

This exercise should take about 10 minutes. Refer to page IV-12 in the Student Manual for this activity.

- Ask participants to spend 5 minutes reviewing the scenario listed in their Student Manual.
- Stop participants after about 5 minutes, and request that the collective group brainstorm and discuss actions that can be taken to prevent similar issues from reoccurring. Brainstorm for about 5 minutes and record action items on an easel pad or whiteboard as they are discussed.

Scenario:

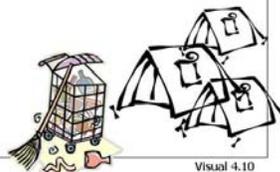
In Westminster, Illinois, “The Skeeters,” a hugely popular rock band, were scheduled to perform on Friday, April 8 at an outdoor amphitheater at 8:00pm. Tickets were required, but seating was on a first come, first serve basis. Approximately 2000 total seats are available at the amphitheater, but more than 1000 additional individuals came to the amphitheater site hoping to buy tickets at the last minute. As there is no public transportation to the area, and parking is limited, complete gridlock ensued attempting to gain access to the venue. Many individuals showed up the night before to “camp out” for good seats. These individuals left excess food and debris outside the closed gates. The gates were scheduled to open 2 hours prior to the concert, and by 4:00pm, several hundred people were waiting in line.

At 5:30pm, 2.5 hours prior to the concert, the crowds waiting outside the gates heard the band performing a sound check and thought the concert was starting. Several people in the crowd tried to rush into the still-closed gates, trampling those at the front of the crowd. Several individuals sustained minor injuries.


VISUAL 4.10

Activity 4.1

- Review the scenario in Student Manual
- Brainstorm and discuss actions that can be taken to prevent similar issues from recurring



Visual 4.10



SAFETY ISSUES



REVIEW SAFETY ISSUES

Emphasize that spectator safety is a paramount issue during any special event. Planners must take into consideration:

- Structures (e.g., stages and platforms, temporary structures, and load capacities)
- Audience safety (e.g., seating, public health, and medical care)
- Fire safety
- Security



VISUAL 4.11

Spectator Safety

Spectator safety is paramount during any special event. Take into consideration:

- Structures
- Audience safety
- Fire safety
- Security



Visual 4.11



DISCUSS PHYSICAL SETUP OF EVENT

Tell participants that one area of great concern is the physical setup of the event. Explain that the planning team must consider:

- The performance facilities that are needed
- The special structures that are needed for indoor or outdoor events
- Whether temporary structures can be used

Emphasize that all structures, both temporary and permanent must comply with local building codes. Note the importance of involving public works, building inspectors, and building code enforcement personnel.



VISUAL 4.12

Physical Setup of Event

Planners must consider the physical setup of the event:

- The performance facilities that are needed
- The special structures that are needed for indoor or outdoor events
- Whether temporary structures can be used

All structures, both temporary and permanent, must comply with local building codes.

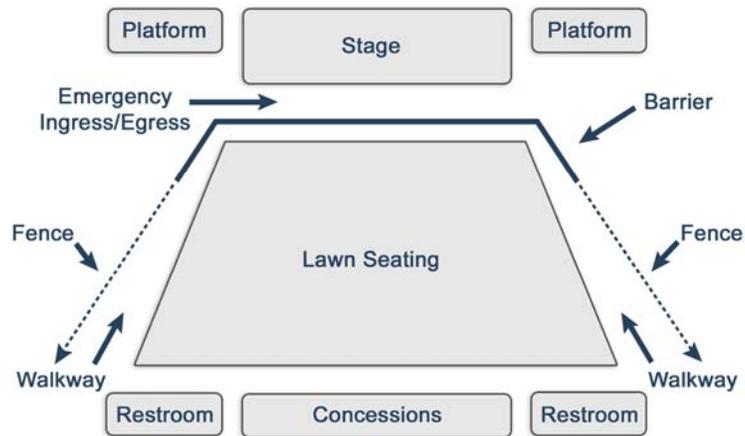
Visual 4.12



DISCUSS FACILITY LAYOUT

Referring to the graphic on page IV-15 of the Student Manual, discuss the elements of a proper setup.

- Fencing
- Walkways
- Restrooms
- Stage
- Seating
- Platforms
- Emergency Exits
- Security Barriers
- Access for the disabled

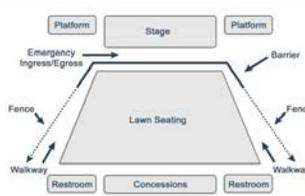




VISUAL 4.13

Facility Layout

- Fencing
- Walkways
- Restrooms
- Stage
- Seating
- Platforms
- Emergency Exits
- Security Barriers



Visual 4.13



**DISCUSS
CONSIDER-
ATIONS FOR
THE DISABLED**

Suitable arrangements should be considered to ensure that disabled people are able to attend. Consideration should be given for people with:

- Mobility problems (including wheelchair users)
- Impaired vision and/or hearing
- Learning difficulties

Event publicity should include a contact number where disabled people can obtain information on site arrangements.

Venue design should include consideration of parking arrangements, access and emergency evacuation, circulation within the site, viewing areas, lighting levels, signage, ramps, access to facilities, support, and sanitary facilities.



VISUAL 4.14

Considerations for the Disabled

- Suitable arrangements should be considered to ensure that disabled people are able to attend
- Consideration should be given for people with:
 - Mobility problems (including wheelchair users)
 - Impaired vision and/or hearing
 - Learning difficulties

Visual 4.14



VISUAL 4.15

Considerations for the Disabled

- Event publicity should include a contact number where disabled people can obtain information on arrangements.
- Venue design should include consideration of parking, emergency access, circulation, viewing areas, lighting, signage, ramps, facilities, support, and sanitary facilities.



Visual 4.15

**REVIEW
STAGES AND
PLATFORM
INFORMATION**

Explain that the type of event and its site affect the types of performance equipment to be used and the requirements for stages or platforms. Emphasize that only qualified inspectors should inspect stages and/or platforms to ensure that the stage is appropriate for the event.

Remind participants that expected crowd behavior is a main factor in determining stage configuration. For example:

- Classical music performances usually attract a mature, orderly audience.
- Teenage fans at a rock concert have been known to storm the stage to touch their idols.

Point out that event planners should understand the characteristics of the audience that each event will attract.

**VISUAL 4.16****Stages and Platforms**

- The type of event and its site affect the types of performance equipment to be used and the requirements for stages or platforms**
- Only qualified inspectors should inspect stages and/or platforms to ensure that the stage is appropriate for the event**
- Expected crowd behavior is a factor in determining stage configuration**

Visual 4.16



DISCUSS CROWD INFORMATION

Explain that there are three main ways to gather information about a potential audience at an event:

- Review press reports and contact local public safety officials who were present at previous performances
- Speak with spectators who have attended adolescent entertainment events such as rock concerts
- Check with the promoter to determine audience behavior at past events and the type of crowd and behavior that can be expected



VISUAL 4.17

Crowd Information

Main ways to gather information about a potential audience:

- Review press reports and contact safety officials from previous performances
- Speak with spectators who have attended similar events, such as rock concerts
- Check with the promoter to determine audience behavior at past events

Visual 4.17

**GIVE DETAILS
ABOUT
STAGES**

Explain that stages are usually elevated to provide crowds with a better view of the performance.

Point out that elevation itself is a barrier to those who would rush the stage.

Tell participants that increased height can create an open area at the base of the stage so that line of sight is not impeded by the stage itself.

Emphasize that a stage alone is usually insufficient to deter determined spectators.

- Planners should provide a physical barrier at the front of the stage.
- All stages **must conform** to building codes.

**VISUAL 4.18**

Stages

- Stages are usually elevated
- Elevation itself is a barrier to those who would rush the stage
- A stage alone is usually insufficient to deter determined spectators
- Planners should provide a physical barrier at the front of the stage
- All stages must conform to building codes

"Public Works Checklist"
Job Aids Pages A-42 - A-43

Visual 4.18



SM IV-20

Refer participants to page IV-20 in their Student Manual.

Review stage barrier types based on different event types.

Suggested Stage Barriers

Indoor Events: During indoor events, erect a V-shaped barrier in front of the stage. This barrier will deflect patrons away from the stage area if any surge comes from behind. The V shape also provides an additional barrier to prevent spectators from reaching the stage. Security staff can position themselves in this spectator-free zone or should be able to gain access to it quickly from either end of the stage.

Using this setup, barrier posts must be anchored securely to the floor. They should also have some padded protection.

Outdoor Events: Board fences similar to the V-shaped barrier used for indoor concerts can be used outdoors. Board fences have the added benefit of providing a walkway on the spectator side as well as behind it. Because most outdoor concerts do not provide seating, spectators in the front rows need to position themselves several yards back from the fence to see the stage over the fence. This area permits emergency access to the front rows of spectators.



JOB AIDS MANUAL A-42

Refer participants to page A-42 in their Special Events Contingency Planning Job Aids Manual, and review the public works department checklist with participants.

**DISCUSS
STAGE SKIRTS**

Tell participants that the front skirt around the base of a stage should be constructed to break away under the pressure of crowd surge.

- Note that this feature is not practical, though, when there is less than six feet of clearance beneath the stage because of the potential for head injuries if a spectator collides with the leading edge of the stage.

Stress that a breakaway stage skirt does not remove the requirement for a barrier.

**VISUAL 4.19**

Stage Skirts

- The front skirt around the base of a stage should be constructed to break away under the pressure of crowd surge
- This feature is not practical with less than six feet of clearance beneath the stage
- A breakaway stage skirt does not remove the requirement for a barrier



Visual 4.19



DISCUSS TEMPORARY STRUCTURES

Tell participants that many events require easily constructed temporary structures, such as:

- The stage platform
- Towers to house speakers and lighting
- Temporary seating
- Dance and viewing platforms
- Roofs, towers, and masts
- Marquees and large tents
- Decorative items, such as archways, signs, and sideshows

Stress that a building codes inspector should supervise the erection of temporary structures and ensure that they conform to building and engineering specifications.



VISUAL 4.20

Temporary Structures

Many events require temporary structures:

- The stage platform
- Towers for speakers and lighting
- Temporary seating
- Dance and viewing platforms
- Roofs, towers, and masts
- Marquees and large tents
- Decorative items

Visual 4.20



REVIEW LOAD CAPACITIES

Tell participants that all structures have load capacities. Emphasize that the planning team must take precautions to prevent overloading any structure.

- These precautions apply to all viewing platforms, including walkways and balconies.

Remind participants that the bases of temporary structures must be protected from damage by vehicular traffic through the use of designated buffer zones.



VISUAL 4.21

Load Capacities

- All structures have load capacities
- Planning team must take precautions to prevent overloading any structure
- Bases of temporary structures must be protected from damage by vehicular traffic through the use of designated buffer zones



Visual 4.21



DISCUSS SEATING

Tell participants that, ideally, all seating should be reserved, but that reserved seating may be difficult at outdoor events.

Remind participants that if most spectators are expected to be teenagers:

- Planners should set up seating to control surges and crushing at the front of the stage.
- Planners should provide security to ensure that the audience does not stand on seats.

Emphasize that seating should always be anchored to prevent movement.



VISUAL 4.22

Reserved Seating

- Ideally, all seating should be reserved
- If most spectators are expected to be teenagers, set up seating to control surges and crushing at the front of the stage
- Provide security to ensure that the audience does not stand on seats
- Seating should be anchored to prevent movement

Visual 4.22



DISCUSS OTHER SEATING ISSUES

Explain that seating in community centers, arenas, or similar indoor locations often combines fixed perimeter seating with additional folding or stacking seating on the central floor.

Tell participants that:

- Temporary seats should be secured, either to the floor or to one another. (Where this is not possible, the legs of each row of chairs should be fastened to two long planks, one running under the front legs and one running under the back.)
- Outdoor seating as well as grass and turf in the seating area may become slippery in damp weather.
- Caution should be taken if an event is scheduled early in the morning or if the weather could become inclement.



VISUAL 4.23

Other Seating Issues

- Temporary seats should be secured
- Outdoor seating as well as grass and turf in the seating area may become slippery in damp weather
- Caution should be taken if an event is scheduled early in the morning or if the weather could become inclement

Visual 4.23



INTRODUCE TOPIC

PUBLIC HEALTH

Tell participants that mass gatherings present special challenges for preventing harm to participants, spectators, and event staff.

Explain that this section of the training offers key steps for event planners to take to prevent—or at least minimize—public health issues.



VISUAL 4.24

Public Health

This section of the training offers key steps for event planners to take to prevent—or at least minimize—public health issues.



**"Public Health Venue Assessment Checklist"
Job Aids Pages A-47 – A-48**

Visual 4.24



JOB AIDS MANUAL A-47

Refer participants to page A-47 in their Special Events Contingency Planning Job Aids Manual, and review the public works department checklist with participants.



DISCUSS FIRST AID POSTS

Stress the following key points about first aid posts:

- First aid posts and security personnel can provide information to help assess health and safety risks.
- First aid posts can provide data on gastrointestinal illnesses.
- First aid posts can also maintain records of injuries, incidents involving watercourses, and alcohol and drug issues.
- Security agencies can provide information on safety hazards and alcohol and drug issues.

Note that planners should assign event security staff to ensure that restrooms are in working and sanitary condition.



VISUAL 4.25

First Aid Posts

- First aid posts and security personnel can help assess health and safety risks:**
 - Data on gastrointestinal illnesses**
 - Records of injuries, incidents involving watercourses**
 - Alcohol and drug issues**
- Security agencies can provide information on safety hazards**



"Gastrointestinal Illness Questionnaire"
Job Aids Pages A-60 – A-61

Visual 4.25



JOB AIDS MANUAL A-60 – A-61

Refer participants to pages A-60 through A-61 in their Special Events Contingency Planning Job Aids Manual, and review the gastrointestinal illness questionnaire with participants.



DISCUSS FOOD SAFETY PRACTICES

Emphasize that food safety is absolutely critical to public health planning.

Review the following key points about food safety:

- Planners must ensure that food-handling personnel must follow proper sanitary practices for storage, preparation, and distribution or food may become contaminated.
- To ensure that safety standards are met and maintained, a health officer should assess food service proposals during the planning stage.
- The officer should follow this assessment with a pre-event audit and periodic monitoring of food safety throughout the event.



VISUAL 4.26

Food Safety Practices

- Food safety is absolutely critical to public health planning
- Planners must ensure that food-handling personnel must follow proper sanitary practices
- A health officer should assess food service proposals, conduct a pre-event audit, and periodic monitoring of food safety

"Catering Inspection Checklist"
Job Aids Pages A-36 – A-39

Visual 4.26



JOB AIDS MANUAL A-36 – A-39

Refer participants to pages A-36 through A-39 in their Special Events Contingency Planning Job Aids Manual, and review the Catering Inspection Checklist with participants.



DISCUSS FOOD VENDORS

Tell participants that food vendors should be required to meet State and local licensing and registration requirements.

Emphasize that during an event, onsite health officers must have the authority to close down any vendor who is not following public health requirements.



VISUAL 4.27

Food Vendors

- Food vendors should be required to meet State and local licensing requirements
- During an event, onsite health officers must have the authority to close down any vendor who is not following public health requirements

"Food Vendor Information Sheet"
Job Aids Pages A-33 – A-35

Visual 4.27



JOB AIDS MANUAL A-33

Refer participants to page A-33 in their Special Events Contingency Planning Job Aids Manual, and review the Food Vendor Information Sheet with participants.



DISCUSS OTHER FOOD SAFETY MEASURES

Tell participants that the planning team should assess other food safety measures, including:

- The setup and construction of **food premises**—areas to be used for food storage, preparation, and service.
- **Equipment** used in food preparation, distribution, and storage.

Note that inspectors should verify that:

- An appropriate number of the correct kind and type of fire extinguishers is available at vendor sites
- The vendors are in compliance with all local and State codes.



VISUAL 4.28

Other Food Safety Issues

The planning team should assess other food safety measures, including:

- The setup and construction of food premises—areas to be used for food storage, preparation, and service
- Equipment used in food preparation, distribution, and storage
- Inspectors should verify appropriate number and type of fire extinguishers

Visual 4.28

**INTRODUCE
TOPIC****PERSONAL SAFETY**

Emphasize that the safety of staff and the public is an important consideration. Note that inspectors **must** be aware of occupational health and safety standards, including those related to:

- Loose power leads
- Trip hazards
- Inadequate refuse disposal
- Inappropriate positioning of equipment
- Poor ventilation and extreme temperatures in the work environment
- Poorly stacked supplies
- Unguarded equipment

**VISUAL 4.29****Personal Safety**

Inspectors must be aware of occupational health and safety standards:

- Loose power leads
- Trip hazards
- Inadequate refuse disposal
- Inappropriate positioning of equipment
- Poor ventilation and extreme temperatures
- Poorly stacked supplies
- Unguarded equipment

Visual 4.29



REVIEW INFORMATION ABOUT LOST CHILDREN

Remind participants that, depending on the size of the event and the number of spectators, children may become separated from their adult supervisors. Note that planners should designate a place for lost children to be reunited and develop a way to allow information to be disseminated quickly and accurately.

Tell participants that one useful way of handling lost children is to provide “meet me” locations.

- These should be well-marked, designated locations throughout the site.
- Patrons can also plan to meet at these locations if they become separated.



VISUAL 4.30

Lost Children

- Children may become separated from their adult supervisors.
- Planners should designate a place for lost children to be reunited and develop a way to allow information to be disseminated quickly and accurately.

Visual 4.30



REVIEW FIRE SAFETY ISSUES

Tell participants that all states and territories have legislation governing fire safety.

Remind participants that the local fire authority should monitor fire prevention and preparedness plans to ensure that measures taken comply with local fire safety codes.

Explain that other steps that planners should be take to ensure safety from fires include:

- Ensuring that onsite inspections occur before the event and that deficiencies are noted and corrected.
- Conducting meetings with organizers to consider and resolve potential fire hazards.
- Designing the site to mitigate fire hazards (for example, clear storage areas, no open flames, control of pyrotechnics, etc.).



VISUAL 4.31

Fire Safety

The local fire authority should monitor fire prevention and preparedness plans. Event planners should:

- Ensure that onsite inspections occur before the event**
- Conduct meetings with organizers to consider and resolve potential fire hazards**
- Design the site to mitigate fire hazards**

"Fire Services Venue Assessment Checklist"
Job Aids Pages A-49 – A-50

Visual 4.31



JOB AIDS MANUAL A-49 – A-50

Refer participants to pages A-49 through A-50 in their Special Events Contingency Planning Job Aids Manual, and review the Fire Services Venue Assessment Checklist with participants.



SECURITY



INTRODUCE TOPIC

Explain that security concerns at special events have become more important in the aftermath of the terrorist attacks of September 11, 2001.

Explain that, in this topic, you will discuss crisis situations and terrorism, different types of security, and roles and responsibilities while planning security.



VISUAL 4.32

Security

Security concerns at special events have become more important in the aftermath of terrorist attacks.

- Crisis situations and terrorism
- Types of security
- Roles and responsibilities while planning security



Visual 4.32



EXPLAIN CONCERNS

Lead a group discussion about possible terrorist threats or incidents that planners need to consider and plan against.

- Ask: What is a terrorist attack?
- Ask: Is a terrorist attack always big?
- Ask: Is a terrorist attack always visible or immediately visible? (What about a biological attack?)
- Ask: What are some of the ways terrorists might attack a special public event? (bombing, chemical bomb, biological contamination, hostages)
- Ask: How probable is it that one of these things will happen at one of your special events?
- Ask: Are there any types of special events that might have a greater probability of a terrorist attack?
- Ask: Is there any time of year during which a special event is likely to be more susceptible to a terrorist attack?



VISUAL 4.33

Terrorism

- What is a terrorist attack?
- What does a terrorist attack look like?
- How might a terrorist strike?
- What is the probability of an attack?
- Will our event be at risk?



Visual 4.33



REVIEW CRISIS SITUATIONS

CRISIS SITUATIONS AND TERRORISM

Answer the questions you just outlined by defining a terrorist attack as an intentional, criminal, malicious act. Discuss examples of terrorist activity such as bombings, chemical attacks, armed attacks, and hostage situations.

Emphasize that no matter the size of an event, special events are risks for terrorist activities due to the size of the crowd, and the possible media attention an attack could get.

Emphasize that local law enforcement officials should always cooperate and coordinate with Federal law enforcement officials no matter what the jurisdiction.



VISUAL 4.34

Crisis Situations and Terrorism

Terrorism: "The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political and social objectives."

- Special events are at risk for terrorist activities due to the size of the crowd, and the possible media attention.**

Visual 4.34



REVIEW TYPES OF SECURITY

Tell participants that based on the type of event that is being planned, event organizers must decide what type of security to provide and the scope of the security services' jurisdiction.

- Providing security services is vital to public safety.
- There are three types of security that should be considered for public events:
 - Peer security
 - Private uniformed security guards
 - Uniformed police officers

Explain that:

- If the event warrants, private security for the event may need to be coordinated with federal law enforcement officials and secret service agents.
- On occasions such as these, communication to determine roles and responsibilities of each group is key.



VISUAL 4.35

Types of Security

- Peer security
- Private uniformed security guards
- Uniformed police officers
- Federal law enforcement



Communication is key!

Visual 4.35



EXPLAIN TYPES OF SECURITY – PEER SECURITY

Explain that peer security—has shown to be useful with young audiences.

- Ask: Who can tell me what peer security is?
- Definition of peer security: security personnel of the approximate age of the spectators

Explain that peer security personnel:

- Usually wear brightly colored T-shirts that are plainly marked “SECURITY.”
- Provide a less confrontational security presence by avoiding the posture of rigid authority and force.
- Do not carry weapons or try to fulfill a police function
- Function as monitors, people movers, and troubleshooters.



VISUAL 4.36

Peer Security

Peer security—security personnel of the approximate age of the spectators

- Useful with young audiences
- Do not carry weapons or try to fulfill a police function
- Function as monitors, people movers, and troubleshooters



Visual 4.36



**EXPLAIN TYPES
OF SECURITY -
UNIFORMED
SECURITY
GUARDS**

Tell participants that private uniformed security guards are well suited to events such as religious rallies, charitable dinners, and art shows.

- At events attracting more youthful crowds, uniformed security guards are better used in non-confrontational roles, such as parking cars.

Emphasize that event planners should ensure that personnel are recruited from reputable sources with appropriately trained personnel.

Tell participants that planners should discuss special requirements for the event with the security firm.



VISUAL 4.37

Uniformed Security Guards

- Private uniformed security guards are suited to events such as religious rallies, charitable dinners, and art shows**
- Uniformed security guards are better used in non-confrontational roles**
- Planners should ensure that the personnel**

Visual 4.37



EXPLAIN TYPES OF SECURITY - UNIFORMED POLICE OFFICERS

Explain that at some events, such as those that attract crowds that historically have experienced violence as part of the event “culture,” nothing short of a uniformed police officer can dissuade the potentially violent attendees.

Point out that at other events, such as rock concerts, groups typically enter in a peaceful frame of mind but may be induced to rowdiness by alcohol or other catalysts.

Tell participants that the composition of security services will vary according to the event.

- One or a combination of the three types of security may serve specific venues.



VISUAL 4.38

Uniformed Police Officers

At some events nothing short of a uniformed police officer can dissuade the potentially violent attendees.



The composition of security services will vary according to the event.

Visual 4.38



REVIEW ROLES AND RESPONSIBILITIES

Tell participants that:

- Regardless of the security implemented, planners should establish roles and responsibilities for security personnel prior to the event.
- Decisions and actions taken by security personnel may affect the way emergency services and health personnel respond to an emergency.



VISUAL 4.39

Security Roles and Responsibilities

- Regardless of the security implemented, planners should establish roles and responsibilities for security personnel prior to the event
- Decisions and actions taken by security personnel may affect the way emergency services and health personnel respond to an emergency

Visual 4.39



REVIEW PRE- EVENT BRIEFING INFORMATION

Explain that to enable security personnel to perform effectively, they should be briefed prior to the event.

Review the steps of what the pre-event briefing should cover:

- Details of the venue, including entrances, exits, restrooms, medical aid locations, and potential hazards
- Clear direction on unacceptable behavior
- Basic information about the event
- Details of emergency and evacuation plans
- Instructions for operation, deactivation, and isolation of onsite emergency equipment
- Details of the incident communications plan

Note that security personnel should make routine checks of the restroom facilities.



VISUAL 4.40

Pre-Event Security Briefing

Pre-event briefing should cover:

- Details of the venue
- Direction on unacceptable behavior
- Basic information about the event
- Emergency and evacuation plans
- Onsite emergency equipment
- Incident communications plan



Visual 4.40

**ACTIVITY 4.2****Activity 4.2 – Red Light/Green Light****Instructions:**

1. Explain to participants that the purpose of this exercise is for them to understand crisis management and security solutions. Explain that this is a group exercise/discussion.
2. Refer participants to page IV-43 of their Student Manuals.
3. Review the five scenarios one by one. After each scenario, ask participants to determine what to do to resolve the security problem.
4. Give participants feedback, and review the recommended solutions for each if necessary.

Scenarios:

1. Two teenagers at a comic-book convention are arguing and start to push each other as if to start a fight. (Recommended solution: Peer security should intervene and break up the argument.)
2. A thunderstorm with lightning is threatening a large golf tournament where hundreds of people are standing in an open field. (Recommended solution: Uniformed security guards should evacuate the area in as quickly as possible.)
3. A bomb threat has been called in by an anonymous caller at the site of a gubernatorial debate. (Recommended solution: Planners should immediately contact and coordinate with Federal officials.)
4. Five young adult males are drinking to excess and making lewd remarks and harassing young women during an outdoor concert. (Recommended solution: Uniformed police officers should intervene and escort the individuals off the property.)
5. A small child has been identified as missing in the middle of a large crowd at a daytime festival. (Recommended solution: All security should be put on alert to find the child.)



VISUAL 4.41

Activity 4.2

Crisis management and security solutions

- Review the five scenarios one by one**
- After each scenario determine what to do to resolve the security problem**

Visual 4.41

**INTRODUCE
TOPIC****TRAFFIC AND TRANSPORTATION**

Explain that transportation presents one of the first impressions attendees have about an event's organization. Sitting in a line of cars for hours on the highway will undoubtedly create a negative impression of the event and tempers are more likely to flare.

Emphasize that planners should ensure that the community and surrounding communities are aware of the potential impact that an event will have on traffic.

Explain that planners should assign a traffic management group to plan for traffic well in advance of the event.

Point out that the group should use the local media to inform residents of the impact that an event will have on their mobility.

Refer participants to the Federal Highway Administration's manual for traffic planning at special events at www.fhwa.dot.gov. Encourage participants to read and use this manual as a reference tool.

**VISUAL 4.42****Traffic and Transportation**

- Ensure surrounding communities are aware of the potential impact on traffic**
- Assign a traffic management group to plan for traffic in advance of the event**
- Use the local media to inform residents of the impact an event will have**



Visual 4.42



DISCUSS EMERGENCY ACCESS ISSUES

Tell participants that traffic planners must also consider possible emergency needs at an event.

Explain that planning should include emergency ingress and egress routes in addition to regular traffic planning:

- Emergency routes from the event site to the nearest hospital
- Possible landing sites for helicopters



VISUAL 4.43

Emergency Access Issues

Traffic planners must also consider possible emergency needs at an event, ingress and egress routes as well as:

- Emergency routes from the event site to the nearest hospital**
- Possible landing sites for helicopters**



Visual 4.43



**REVIEW
SIGNAGE**

Explain that when organizers anticipate that event traffic will have a major impact on traffic flow, planners should consider requiring the promoter to hire a professional traffic planner.

Explain that this planner will work with local personnel to create alternative routes or special signage for the event.

Emphasize that:

- Strategically placed variable-message signs are very useful devices to inform the motoring public.
- Temporary fixed signage can also be used as long as the signs are easily understood by the public.



VISUAL 4.44

Signage

Planners should consider hiring a professional traffic planner to create routes or special signage

- Variable-message signs are useful to inform the motoring public**
- Temporary signage can also be used**

Visual 4.44



EXPLAIN THE USE OF MEDIA

Tell participants that using local AM radio stations or a specially designated frequency to broadcast travel information and instructions on the day of the event can help to lower motorist frustration.

Point out that broadcasting is also a good way for event staff to provide patrons with guidance and safety messages prior to their arrival.



VISUAL 4.45

Use of Media

- Local AM radio stations or a specially designated frequency to broadcast travel information and instructions
- Broadcasting is also a good way for event staff to provide patrons with guidance and safety messages



Visual 4.45



EXPLAIN TRAFFIC MONITORING

Tell participants that traffic monitoring should be carried out by periodic radio contact with ground personnel and by surveillance from aerial observation platforms.

Point out that other ways to monitor traffic include:

- Fixed-wing aircraft
- Helicopters
- Stationary, closed-circuit TV cameras



VISUAL 4.46

Traffic Monitoring

Traffic monitoring should be carried out by periodic radio contact with ground personnel and by surveillance from aerial observation platforms.

Other ways to monitor traffic include:

- Fixed-wing aircraft
- Helicopters
- Closed-circuit TV cameras

Visual 4-46



REVIEW PUBLIC TRANS- PORTATION OPTIONS

Stress that, when available, public transportation should be encouraged to lessen the impact on street traffic. Explain that the use of public transportation also decreases the number of parking attendants required at the event site.

Point out that another possibility for large-scale events is event-only transportation.

Explain that by using event-only transportation, promoters can provide transportation from off-venue sites and remote event-specific parking areas.



VISUAL 4.47

Public Transportation

- Public transportation should be encouraged to lessen the impact on street traffic and decrease the number of parking attendants required at the event site**
- Another possibility for large events is event-only transportation**



Visual 4.47



REVIEW OTHER TRANSPORTATION ISSUES

Tell participants that other transportation-related issues should be considered by event planners, including:

- The towing policy for disabled vehicles
- Vehicle prescreening for vendors and event vehicles
- Parking and parking control
- Auxiliary parking lots and shuttles
- Accessibility for persons with disabilities

Point out that event planners should work closely with the promoter and public safety personnel to ensure that all transportation-related concerns are identified and addressed.



VISUAL 4.48

Other Transportation Issues

Other transportation-related issues:

- Towing policy for disabled vehicles**
- Vehicle prescreening for vendors and event vehicles**
- Parking and parking control**
- Auxiliary parking lots and shuttles**
- Accessibility for persons with disabilities**



Visual 4.48



DISCUSS HIGH PROFILE EVENTS

OTHER SPECIAL OPERATIONS CONSIDERATIONS

Explain that there may be special risks associated with high-profile or controversial events.

Tell participants that these considerations may be associated with:

- Special security events, for example, Presidential visits
- Bowl games or conventions
- National Special Security Events (NSSEs), such as the Super Bowl or National political conventions
- High-profile events that present a risk of terrorist attack

Emphasize that planners must identify whether planned events fit any of these categories.

- If so, special planning will be required including, perhaps, assistance from State and/or Federal agencies.



VISUAL 4.49

High Profile Events

There may be special risks associated with high-profile events:

- Special security events
- Bowl games or conventions
- National Special Security Events (NSSEs)
- Events with risk of terrorist attack

For some events special planning may be required including assistance from State or Federal agencies.

Visual 4.49



Activity 4.3 – Addressing Special Operational Considerations

Event Definition:

What special planning area have you been assigned for this activity?

What special operational considerations are associated with the planning area?

What tools and checklists can you use to help you plan this area?

What strategies can you use to help you plan this area?

Use your Special Event Contingency Planning Job Aid Manual and your Student Manual to help you plan.



**CONDUCT
ACTIVITY**

ACTIVITY 4.3 – ADDRESSING SPECIAL OPERATIONS CONSIDERATIONS

Instructions:

Refer participants to Page IV-53 in their Student Manual.

1. Divide the class into small groups – 5 or 6 per group (same groups as last activity in Unit 3).
2. Explain that the purpose of the exercise is to begin to identify special operational considerations for the event they began planning in Units 2 and 3.
3. Assign each small group one of the planning areas addressed in this unit to plan (e.g., security or traffic considerations). See list below.
4. Groups should use the worksheet on page IV-52 and the activity instructions on page IV-53 of their Student Manual to help them plan their special operational considerations.
5. Once participants have addressed their planning areas, ask the groups to present its “solution” to the class.
6. Discuss each group’s solution as a class.

Assign one of these planning areas to each group:

- Crowd-Control
- Public Health
- Personal Safety
- Security
- Traffic and Transportation

Tell participants that a blank copy of the Addressing Special Operational Considerations Worksheet may be found in the Job Aids section of their Student Manual for future reference.



VISUAL 4.50

Activity 4.3

Special operational considerations activity:

- In small groups, use worksheet to plan special operational considerations for your event as assigned
- Present solution to class
- Discuss solutions



Visual 4.50



UNIT SUMMARY/TRANSITION



REVIEW UNIT

Ask for and resolve questions about special operational considerations before moving on to the next unit.



VISUAL 4.51

Special Operational Considerations

Questions?



Visual 4.51