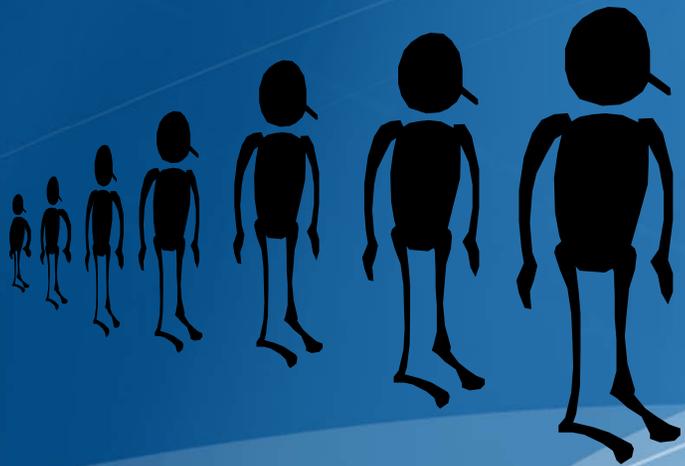


Look Who Is Coming To Town: Planning for the Planned and Unplanned



Objectives

- Discuss the challenges associated with planning for large mass gathering event
- Identify the steps in the planning process
- Discuss the need to balance demands of a large mass gathering event while maintaining your normal operations
- Identify available formulas and tools which aid in the planning process
- Discuss how to apply these skills to emergent events

Planned & Unplanned

- Planned events
 - Community events (Fairs, Festivals)
 - Sporting events
 - Mass gatherings
 - Weather events
- Unplanned incidents
 - Weather events
 - Earthquakes
 - Terrorists events
 - Incidents



*Then Murphy
shows up...
an unplanned
event occurs in
your planned
event!*

Challenges

- Maintaining normal operations
- Addressing surge associated with special event
- Where to begin
- Identifying the scope
- Dealing with event changes



Planning

- “Planning” is an all year activity you already do which includes:
 - Coordinating
 - Training
 - Preparation of equipment
 - Reviewing agreements and contracts
 - Acquiring materials and supplies
- Key initiatives involved with every event

Emergency Operation Plan

- Your jurisdiction has one – become familiar
- Identifies responsibility to carry out specific actions during an emergency that exceeds the capability or routine responsibility of any one agency
- Identifies personnel, equipment, facilities, supplies, and other resources available
- Reconciles requirements with other jurisdictions
- Identifies steps to address mitigation concerns during response and recovery activities

Administrative Readiness

- Review policies
- Enhanced communications (internally & externally)
- Fleet (restore, maintain and address specialized needs)
- Review agreements and contracts (staffing, equipment, materials and services)
- Review supplies (are you at capacity)
- Food and water

National Incident Management System (NIMS)

- Coordination of federal, state and local agencies
- Identifies a planning process
 - Template for strategic, operational, and tactical planning
 - Identifies responsibilities of the incident commander and other command and general staff members
 - Forms for the development and disseminate of an incident action plan (IAP)

What Forms?

Notes:

- In the following table, the ICS Forms identified with an asterisk (*) are typically included in an IAP.
- Forms identified with two asterisks (**) are additional forms that could be used in the IAP.
- The other ICS Forms are used in the ICS process for incident management activities, but are not typically included in the IAP.
- The date and time entered in the form blocks should be determined by the Incident Command or Unified Command. Local time is typically used.

ICS Form #:	Form Title:	Typically Prepared by:
ICS 201	Incident Briefing	Initial Incident Commander
*ICS 202	Incident Objectives	Planning Section Chief
*ICS 203	Organization Assignment List	Resources Unit Leader
*ICS 204	Assignment List	Resources Unit Leader and Operations Section Chief
*ICS 205	Incident Radio Communications Plan	Communications Unit Leader
**ICS 205A	Communications List	Communications Unit Leader
*ICS 206	Medical Plan	Medical Unit Leader (reviewed by Safety Officer)
ICS 207	Incident Organization Chart <i>(wall-mount size, optional 8½" x 14")</i>	Resources Unit Leader
**ICS 208	Safety Message/Plan	Safety Officer
ICS 209	Incident Status Summary	Situation Unit Leader
ICS 210	Resource Status Change	Communications Unit Leader
ICS 211	Incident Check-In List <i>(optional 8½" x 14" and 11" x 17")</i>	Resources Unit/Check-In Recorder
ICS 213	General Message <i>(3-part form)</i>	Any Message Originator
ICS 214	Activity Log <i>(optional 2-sided form)</i>	All Sections and Units
ICS 215	Operational Planning Worksheet <i>(optional 8½" x 14" and 11" x 17")</i>	Operations Section Chief
ICS 215A	Incident Action Plan Safety Analysis	Safety Officer
ICS 218	Support Vehicle/Equipment Inventory <i>(optional 8½" x 14" and 11" x 17")</i>	Ground Support Unit
ICS 219-1 to ICS 219-8, ICS 219-10 (Cards)	Resource Status Card (T-Card) <i>(may be printed on cardstock)</i>	Resources Unit
ICS 220	Air Operations Summary Worksheet	Operations Section Chief or Air Branch Director
ICS 221	Demobilization Check-Out	Demobilization Unit Leader
ICS 225	Incident Personnel Performance Rating	Supervisor at the incident

Planning Resources

Class CD

- FEMA - Operational Templates and Guidance for EMS Mass Incident Deployment (June 2012)
 - Collection of operational templates
 - Provides case studies and lessons learned
- Prediction Tools
 - Simple excel spreadsheet
 - Australia article
- FEMA - ICS forms and instructions
- Example IAPs



What is an IAP?

- Written plan utilizing standard NIMS forms
 - It is clear and concise
 - Guides initial incident management decision process
 - Identifies the continued collective planning activities
 - Identifies operational periods

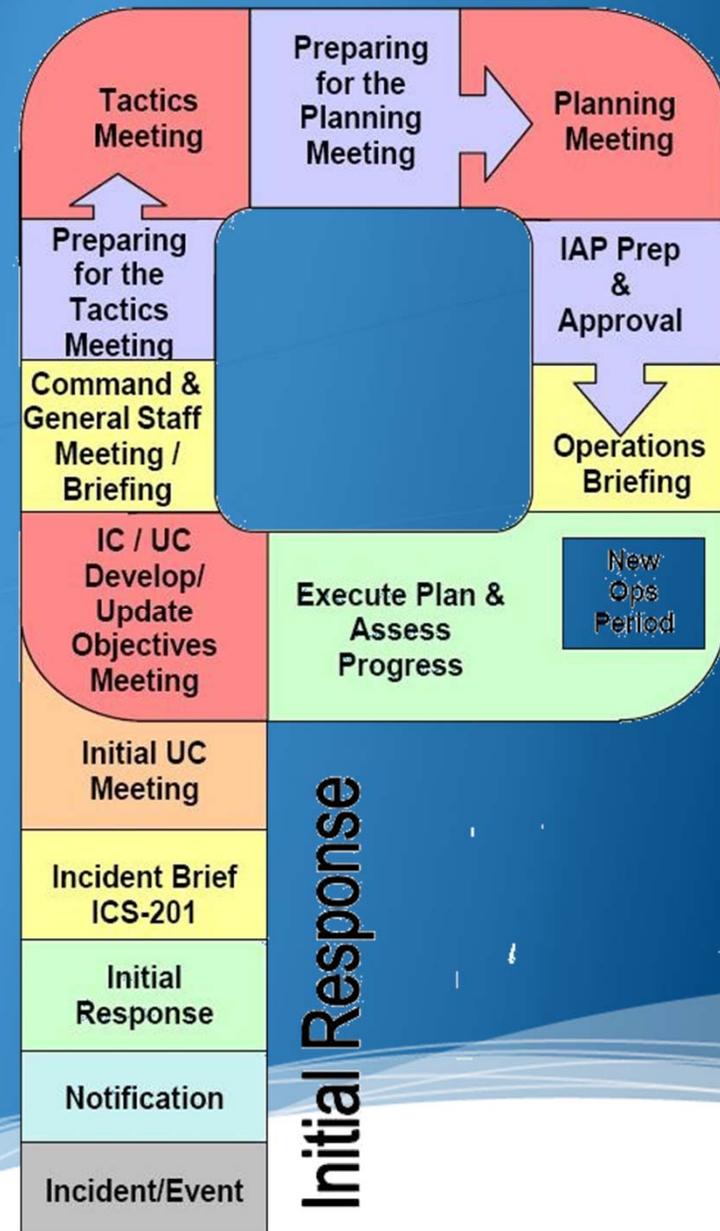


IAP

- Steps in development
 - Prepare and disseminate
 - Evaluate and revise the plan
 - Predicts probable course of events
 - Identifies alternative strategies to attain critical incident objectives

The “Planning P”

- The leg of the “P” describes the initial response period
 - Notification
 - Initial Response and Assessment
 - Incident Briefing (ICS Form 201)
 - Initial Incident Command
 - If necessary - expand to Unified Command



The “Planning P”

- At the top of the leg of the “P” is the beginning of the first operational planning period cycle
 - Incident Command/UC
 - Incident Objectives
 - Tactics Meeting
 - Preparing for the Planning Meeting
 - Planning Meeting
 - IAP Prep and Approval
 - Operations Briefing



Getting Started

- Notification
 - Planned event is scheduled
 - Identification of a credible threat
 - An initial response to an actual or impending event
- Need to develop an IAP
 - Identify initial personnel
 - Gather the planning materials (forms)



Getting Started

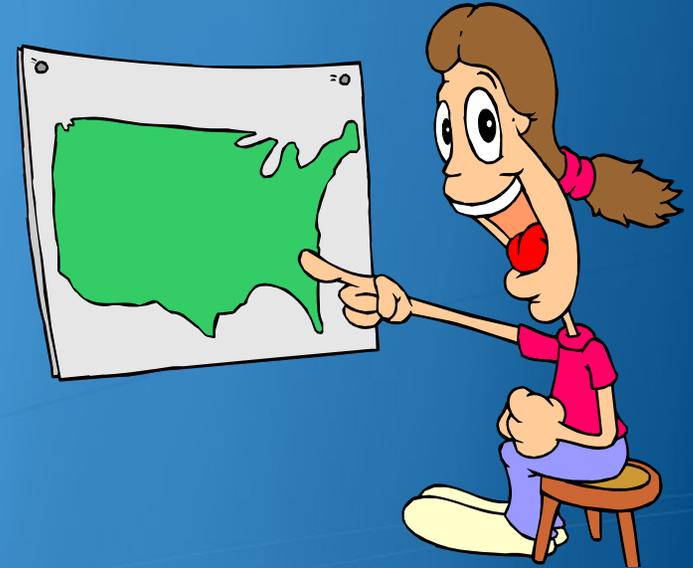
- Do not delay planning meetings waiting for future information
 - Revise the plan as information evolves
 - Add/modify resources, information systems, and technology solutions with new information
 - Begin to collect and catalog lessons learned
- Perform a risk assessment
 - What are the likely emergencies responders will encounter

Initial Information

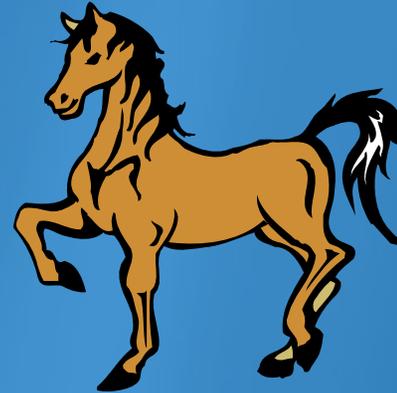
- Requesting entity
 - Point of contacts and contact information
 - Is there any financial compensation information
- Location of event(s)
 - Site area and topography
 - Identify staging locations
 - Ingress and egress routes
- Anticipated attendance and issues
 - Is there historical information
 - Is there comparison event information

Initial Information

- Map or diagram of event
 - Site layout/route
 - Public entrance and exits
 - Obstacles to access or egress
- Coordinate of event site
 - Approval and permit processes
 - Restricted areas
 - Placement of aid stations
 - Security and credentialing - learn and respect the rules of information security



Initial Information



- Involvement of animals
 - Noise issues
 - Injured animals threaten safety of EMS personnel and spectators
- Planning partners
 - Mutual aid needs
 - Public health resources
- Media plan
 - PIO



Components to Consider

- EOC activation
 - Partial
 - Full
- Planning Cell Team
- Incident Management Team (IMT)

Planning Process Objectives

- Understand the event
 - Current information
 - Accurate description of event
- Establish incident objectives and strategy
- Develop an Incident Action Plan

Incident Objectives

- What is to be accomplished during the operational period?
- SMART objectives
 - **S–Specific:** Is wording precise and unambiguous
 - **M–Measurable:** How achievements are measured
 - **A–Action Oriented:** Use action verbs to describe expected accomplishments
 - **R–Realistic:** Outcomes must be achievable with available resources
 - **T–Time Sensitive:** Timeframe the activity is to occur

IAP - Operational Planning

- Provides clear strategic direction
 - Tactical objectives
 - Resources
- Identifies sequence of events
 - Coordination for achieving multiple incident objectives
- Use oral briefings to communicate information



Strategy vs. Tactics

- Strategy

- General plan or direction for accomplishing the incident objectives

- Tactics

- Specify how the strategies will be executed

Strategy

- The Operational Section Chief generates strategies
 - Must be within acceptable safety norms
 - Must be realistic (feasible, practical, and suitable)
 - Cost effective
 - Consistent with sound environmental practices
 - Meet political considerations
- Alternative strategies need to be considered
 - Gather input from the branch directors, division and/or Group Supervisors

On-Going Strategy

- Before each operational period begins, assess and revise incident objectives as needed
 - Incident stable or increasing in size and complexity?
 - What are the current incident objectives, strategy, and tactics? Is a change of course needed?
 - Safety issues?
 - How long until incident objectives are completed?
 - Current status of resources?
 - Are they in good condition?
 - Are they sufficient?

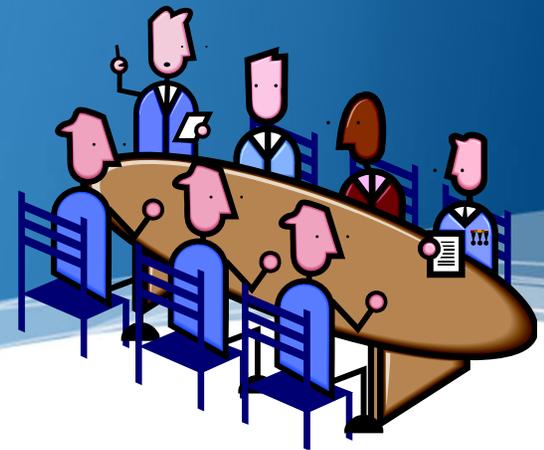


Tactics

- Assign Resources
 - Determine type of resources appropriate for the selected tactics
- Monitor Performance
 - Review tactics and resources selected – are they valid and adequate?

Tactics Meetings

- Determine how the selected strategy will be accomplished
- Assign resources to implement the tactics
- Identify monitoring methods
 - Are adjustments needed?



Tactics Meetings

- Who attends?
 - The Operations Section Chief – meeting leader
 - Safety Officer
 - Planning Section Chief
 - Logistics Section Chief
 - Resources Unit Leader
- ICS Form 215 (Operational Planning Worksheet) is used to document the tactics meeting

Remember... Public Outreach

- Inform the public
- Inform elected officials
- Transparency
 - Manage public expectations
 - Temper public expectations
- Provide reliable information
- Real-time information
- Social media outlets, local cable channel



Public Information

- Establish a Public Information Officer (PIO)
- Evaluate if a Joint Information Center is needed



Remember... Response

- Highly visible event
 - Photos and video of response will be available on the internet within minutes of the incident



Patient Care Considerations

- Identify how to move patients from field to aid stations or immediate transport resources
- Determine who will be responsible for providing any supplies to the aid station
- Hospitals
 - Pre-planning activities – staffing
 - Patient distribution

Preparation

- Fixed aid stations
 - Provide simple first aid supplies
 - Band aids
 - Over the counter medications
 - Hydration drinks
 - Need protocols that provide guidance on how to handle non-transport situations
 - Transport requirements
- Determine the number and type of EMS resources needed
 - Number and qualifications of personnel needed

Identify On-Site Needs

- Involvement of event personnel
 - Role in relocating patients
 - Prearranged meeting locations
 - Resources – wheelchairs, golf carts, etc.
 - Tools and techniques to help EMS find patients
 - Flags or strobe lights
- Clearly mark aid stations
- Aid station space
 - Provide shelter, supplies, and opportunity to recover unless life-threatening signs and symptoms are present



Prevent Unnecessary Transports

- Mobile aid teams
- Aid stations
- Prevent transfer of patients to the hospital for simple issues
 - Improves efficiency
 - Appropriate resource utilization
 - Preserves emergency room capacity for more serious events should they occur

IAP Compliance

- Incident operations must be directed and coordinated as outlined in the IAP
 - Deviations must be approved by the Operations Chief and communicated to and approved by the Incident Commander (IC)
 - Personnel accountability procedures should be documented within the IAP
- Unity of Command
 - Prevent accountability breakdowns!
 - Every individual must be assigned to only one supervisor

IAP Compliance

- Span of Control – typically 5-7 direct reports
- Resource Tracking
 - Record resource status changes as they occur
 - Report changes to the Resources Unit
 - Accountability dependent on having a standard resource tracking method

Law Enforcement Partners

- Coordinate ingress and egress routes
 - Fire and rescue resources
 - Public routes
- Procedures for requesting medical aid for spectators or participants
 - What information is needed to determine dispatch and priority needs



Law Enforcement Incidents

- Credentialing and entry control
 - High-security events
- MCIs as a result of criminal activity
 - Patient and victim segregation and control
 - May result in additional resources in “Green” treatment areas
- Exposure to riot control agents



Weather Related Planning



- Perform risk assessment
 - Involve emergency management officials
 - Public information messaging
- Frequently affect your mutual aid partners in the same way
 - Mutual aid assets may not be able
- Identify surge capacity
- Prepositioning of supplies, personnel, and other resources

Weather Related Planning

- Establish an Emergency Operations Center (EOC) during the event
 - Volunteer organizations (American Red Cross)
 - Other assets and resource coordination (Public Works, Schools, Transportation, Utilities, etc.)
 - Sheltering – humans and pets



Weather Related Planning

- Public Health Department
 - Potential information on vulnerable populations
 - Access to additional medical personnel (Medical Reserve Corps, etc.)



PSAP

- Pre-planning
 - Resources
 - Venue familiarity – including landmarks that callers may use
- Carefully prioritize calls



Remember... Recovery

- Cleaning and restocking equipment
- Critical Incident Stress Management (CISM)
- Press conferences
- Demobilization procedures (ICS Form 221)



Case Studies

Heritage Center Marine Corps Museum November 2006



Heritage Center - Marine Corps Museum

- High profile event
 - Coincide with Marine Corps birthday
- 4 day event
 - Attendees were through invite only
- Primary responsibility for event was Quantico Fire and Rescue Department
 - Requested assistance for planning function (3 months)
 - Requested assistance for event

Critical Planning Factors

- Weather
- Spectators
 - Demographics
- Access
 - Limited
- Transportation Issues
 - Pedestrians
 - Traffic

Activities

- Day 1 (evening) - Black tie reception
 - Attendance estimation = 900 – 1,000 attendees
- Day 2 - Dedication ceremony
 - Attendance estimation = 15,000
 - 17 VIPs with their own security details
 - POTUS
 - Governor
 - Cabinet members
 - High ranking military officials



Activities

- Early demographic information (RSVPs)
 - 0 – 30: 345
 - 31 – 40: 552
 - 41 – 50: 1,088
 - 51 – 60: 2,481
 - 61 – 70: 2,278
 - 71 – 80: 1,978
 - 81 – 100: 668
 - # confined to wheelchairs: 238



Activities

● Day 3

- Attendance estimation = 9,000 throughout day
- Restricted museum tours
- Evening candlelight memorial park dedication

● Day 4

- Attendance estimation = 2,000
- Restricted museum tours



Site Challenges

- Site is limited in size
- One way in/one way out
- Attendees transported by bus
- Flow from satellite parking
 - North site – Pentagon
 - South site – Stafford Regional Airport
- VIP attendance
- Environmental impacts



Highlights

- Unified Command
- High security event
 - Site lockdowns
- Limited alternative options
 - Nature and duration of threat
 - Amount on site and stage of transportation plan
 - Suitable shelter and/or staging facilities
- Patient Care
 - 2 aid stations (restricted interior station)
 - 5 mobile teams (1 team was reserve)

U.S. Open Championship Golf Tournament

June 2011



U.S. Open Championship

- International tournament
- Approximately 250,000 spectators over the course of a week
- Primary responsibility for event security is by the event organizer

Critical Planning Factors

- Weather
 - Extreme heat conditions
- Spectators
 - Daily mass gatherings
- Access
 - Limited
- Transportation Issues
 - Pedestrians
 - Traffic

Activities

- Practice rounds – 2 days
- Championship rounds – 3 days



Key Components

- Initial planning efforts 2 years out
- Government Leadership Team
- Planning Cell Team
- Draft IAP
- Final IAP



Site Challenges

- 5 main admission gates
- Prohibited items – no electronic devices (civilians)
 - Cellular devices
 - Cameras
 - Coolers or containers
 - Chairs
 - Weapons
- VIP attendance
- Environmental impacts



Site Plan

Congressional Country Club



Highlights

- Unified Command
- High security event
- Limited alternative options
 - Expansive geographic area
 - Nature and duration of threat
 - Amount on site and stage of transportation plan
 - Suitable shelter and/or staging facilities
- Patient Care
 - 3 aid stations
 - 4 ALS carts
 - 4 BLS carts
 - 4 bike teams



Civil War Sesquicentennial Celebration July 2011



CW 150

- Pageland Farm

- Largest bus industry event east coast
- 30,000
- 8,600 reenactors
- Estimated 10,000 spectators /day
- Primitive site



Critical Planning Factors

- Weather
- Spectators
- Reenactors, campground and large animals
 - Onsite 4 days 24/7
- Access
 - Limited
- Transportation Issues
 - Pedestrians
 - Traffic



Activities

- Battle reenactment
- Military troop encampments
- Period tents and costumes
- Family activities and games
- Period craftsmen activities
- Historic weapons



Event Challenges

- Excessive heat wave
- Period costumes
- Large animal involvement
- Physically challenging venue



Site Plan



Highlights

- Friday and Sunday 150-250 people came through the EMS Tents each day (400-500 total)
- Saturday 400 people came through
 - Treated 167+
- No deaths or critical Injuries
- Transported approximately 35 total



Highlights

- 1 accident
- 1 PDO
- 14 tick bites
- 1 injury during demobilization



Lessons Learned

● Strengths

- Personnel executing plan
- Exercising regional resources (RHCC, NVERS, IMT)
- Planning coordination through EM Staff
- GIS support
- Tech support on site
- Investment in planning process and lead time prior to the event
- Out reach to EMS
- Support from neighboring EMS and external partners
- Change to environment
- Treat & release protocols
- Self treat area
- Water



Lessons Learned

● Improvement Needed

- Establish “minimums” for events ahead of time w jurisdiction
- Don’t minimize the event
- Full time assigned to the event
- Plan for full service for all days of the event
- Alternative patient movement vehicles
- Establish a work period of no more than 12 hours and stick to it
- Pre-event exercise
- Plan for weapons securing
- Large animal securing
- “Killing” versus “Dragging” for creepy crawler bugs



Lessons Learned



In Summary...

Planning Checklist



- Gather all available historical records on the event
 - Computer-aided dispatch (CAD) data
 - Attendance data
 - Previous Operations (OPS) plans
 - Previous After Action Reports (AARs)
- Identify stakeholders
 - Any potential reimbursement issues
- Meet with event organizers, schedule periodic updates

Planning Checklist



- Define and map the event area of operations
 - Locate evacuation points
 - Locate emergency ingress and egress points
 - Locate potential aid station locations
 - Locate potential equipment caches
 - Identify highly visible landmarks that can be used by callers to identify their location
 - Identify potential areas for establishment of treatment and transportation areas

Planning Checklist



- Document all ambulance providers' (air and land) contact information and capabilities in area around event
- Perform risk assessment
- Determine level of security to use in planning and operations

Planning Checklist



- Create threat-specific plans
- Possible command structure
- Likely resource requests
- Determination as to whether incident will be commanded by on-scene event staff or responding resources
- Create a generic plan for threats not addressed or anticipated

Planning Checklist



- Perform a walk-through of the event location with event organizers
- Test radio communication equipment at the event location
 - Search for and document areas of poor reception
 - Test every channel that will be used during event
 - Verify agency interoperability
 - Test cell phone reception using provider-specific phones

Planning Checklist



- Determine best location for event operations post, if applicable, based on following criteria
 - Cell phone reception
 - Access to landline telephones
 - Broadband internet access—test with computers to be used during actual event
 - Radio reception
 - Access to toilet facilities
 - Isolation from high-noise environments

Planning Checklist



- Prepare communication plan
 - Internal and external
 - Written
 - Verbal conference calls
 - Face to face planning meetings
- Prepare demobilization plan
- Perform post incident analysis
 - Document lessons learned

Application

- Use for large scale incidents
- Use for potential large scale incidents
 - Pre-planning activity
- Train and practice increases comfort level

Questions/Comments



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