PRIMA'S 2018 RISK MANAGEMENT
WEBINAR SERIES

Why Special Events are Special

Krista Dillon
Director of Operations
University of Oregon, Safety & Risk Services

Overview

- UO's Approach to Events Planning & Management
- Event Planning
- Managing Events
- Examples & Lessons Learned

What is ICS?

- ICS:
  - Is a standardized, on-scene, all-hazards incident management concept.
  - Enables a coordinated response among various jurisdictions and agencies.
  - Establishes common processes for planning and management of resources.
  - Allows for integration within a common organizational structure.

Why we use ICS…

- It works
- Cost savings
- Assist in day to day operations
- First responders use it
- Brought us to the table for pre-planning

UO-IMT

University of Oregon Incident Management Team by ICS position

ICS - Incident Command System

Purpose

ICS is a standardized, on-scene, all-hazard incident management approach, which allows its users to adopt an integrated organizational structure that matches the complexities and demands of incidents.

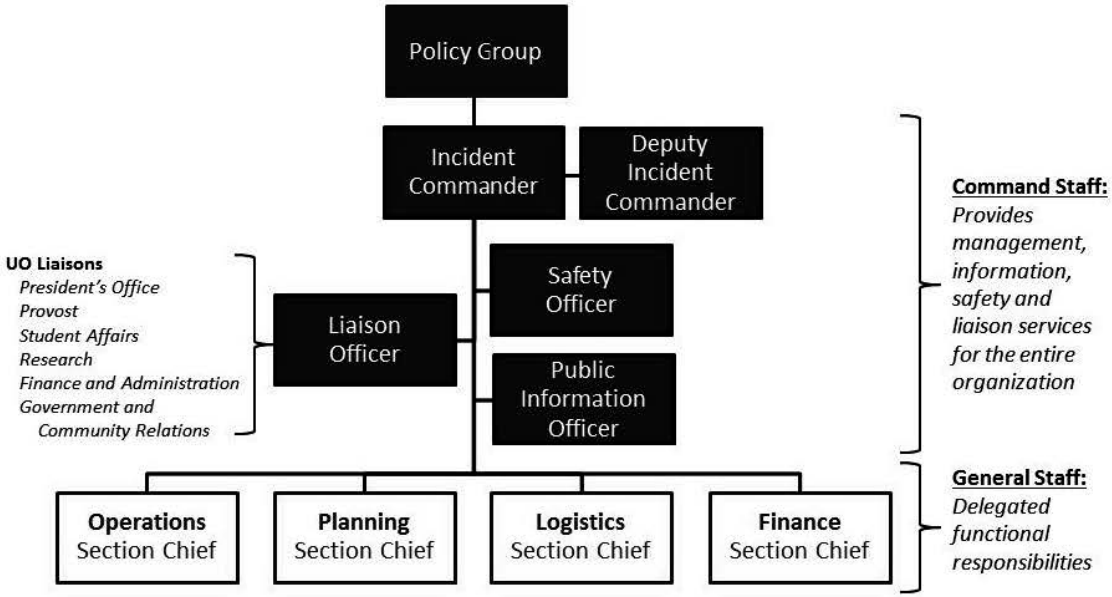
The use of ICS enables the UO to coordinate effectively with other jurisdictions involved in a response, such as the Eugene Police Department, the Eugene Fire/EMS Department, Lane County, and State Agencies.

All IMT members are working towards a FEMA Type 3 position specific training certification and completion of a position specific taskbook.
*** Indicate staff with position specific training.

IMT Directors

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Incident Commander
Andre Le Duc* - Safety and Risk Services
Krista Dillon* - Safety and Risk Services
Cass Moseley - Research and Innovation
Matt Carmichael - UOPD

Planning Section Chief
Becca Puleo* - Emergency Management
Bryan Dearinger - General Counsel
Missy Matella - General Counel
James Wooten - Emergency Management

Liaison Officer
Matt Roberts - University Advancement
Greg Stripp* - President's Office
Cass Moseley - Research Innovation
Kassy Fisher - Finance and Administration
Chuck Triplett - Provost and Academic Affairs
Laurie Woodward - Student Life

Operations Section Chief
Vicki Strand* - Athletics
Tony Saxman* - Information Services
Kris Winter - Dean of Students
Jeff Butler - Campus Planning and Facilities Management

Public Information Officer
Kelly McIver - University Communications
Tobin Klinger - University Communications

Finance Section Chief
Kelly Wolf - Business Affairs Office
Jon Marchetta* - Finance and Administration

Safety Officer
Steve Stuckmeyer - Environmental Health and Safety
Joe Pedrola - Fire & Life Safety

Logistics Section Chief
Andre Moran - Housing

Last Revised: 7/6/17

Benefits of a Team

- Integrated into Operations
- Automatic Response
- Relationships
- Enterprise Wide Vision
- Buy In for EM
- Clear Roles & Responsibilities
- Improved Situation Awareness
- Capitalize on Expertise
- Improved Knowledge of other Departments
- Delegation of Authority
- Consistency of Membership
- Constructive Criticism

Team Logistics

- Meet monthly
- Scenario discussions
- Expectations:
  - Attendance
  - Training (300/400 and/or Position Specific)
  - Taskbooks
- Multiple Mode Engagement
- Wallet cards
- Post-Incident debrief survey and reports

IAP Pre-Event Planning

1. Understand the situation
2. Establish incident objectives
3. Develop the plan
4. Prepare and disseminate the plan
5. Execute, evaluate, and revise the plan

Planning for events

- Type of event
- Location, size, expected duration, history
- Number of partners involved
- Single or multijurisdictional
- Command Staff needs
- Kind, type, and number of resources required
- Other facilities required
- Kind and type of logistical support needs
- Financial considerations
- Known limitations or restrictions
- Available communications
- Insurance requirements
- Conflicting or adjacent events

Risk Assessment

- What are the risks?
  - Weather
  - Political Issues, Demonstrations, Protests
  - Human Caused Threats
  - Alcohol
  - Crowd Management (Size, Demographics, Activities)
  - Public Health
  - Utility Disruption

Contingency Planning

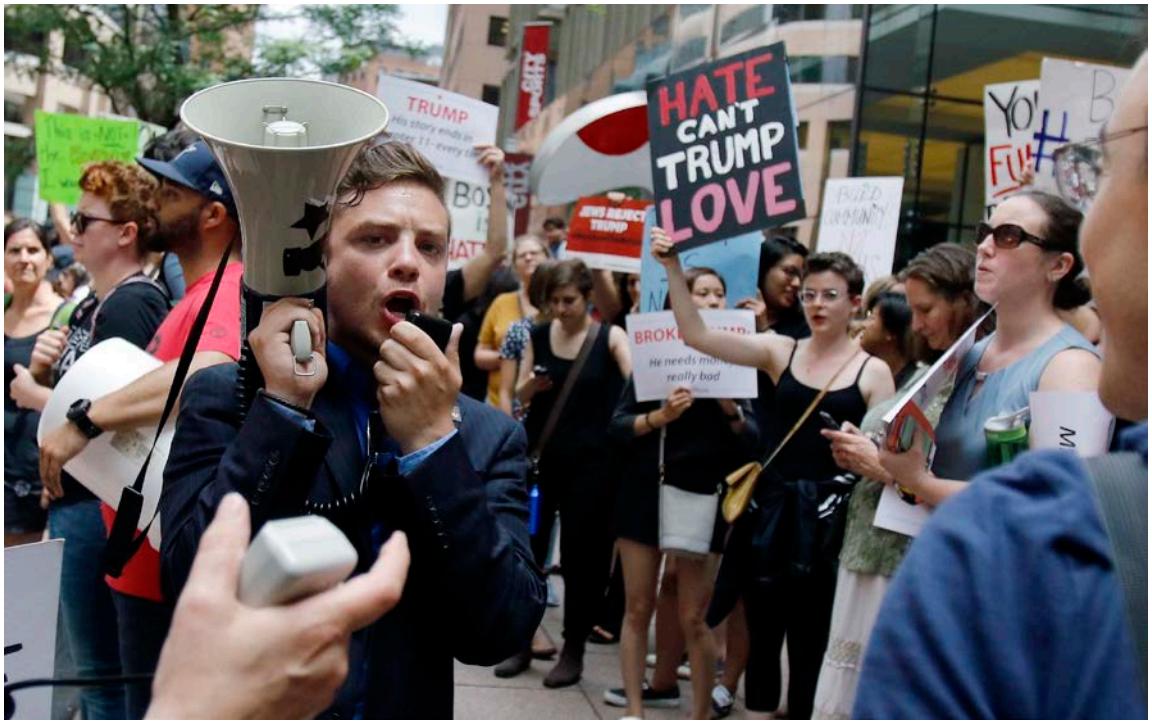
- What do we do if…



Source: ThoughtCo.com

Contingency Planning

- What do we do if…



Source: Time.com

Contingency Planning

- What do we do if…



Source: RollingStone.com

Contingency Planning

- What do we do if…



Source: cnn.com

Contingency Planning

- What do we do if…



Source: nytimes.com



Source: cnn.com

Pre-Event Briefing



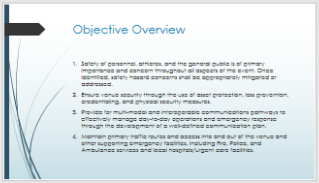
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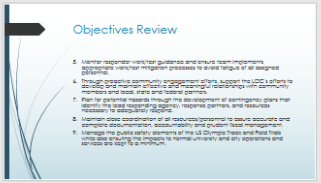
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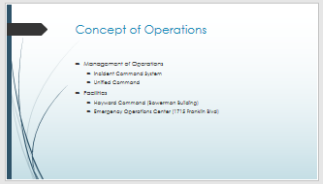
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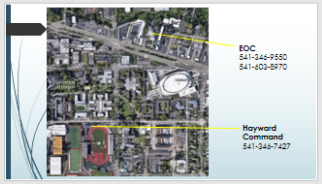
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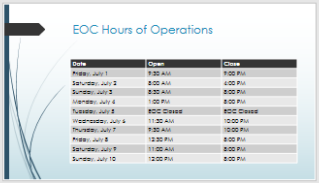
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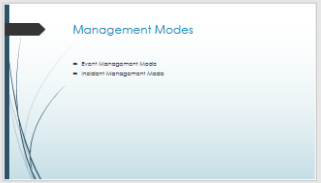
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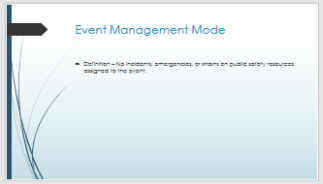
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Pre-Event Briefing

- Introductions & contact info
- How we will communicate
- How we will organize should an incident occur
- Who are the decision makers
- Maps
- Schedules
- Etc…

Managing the Event

- How are you monitoring the situation?
  - On site staff?
  - Security cameras?
  - Emergency operations center?

Responding to Incidents

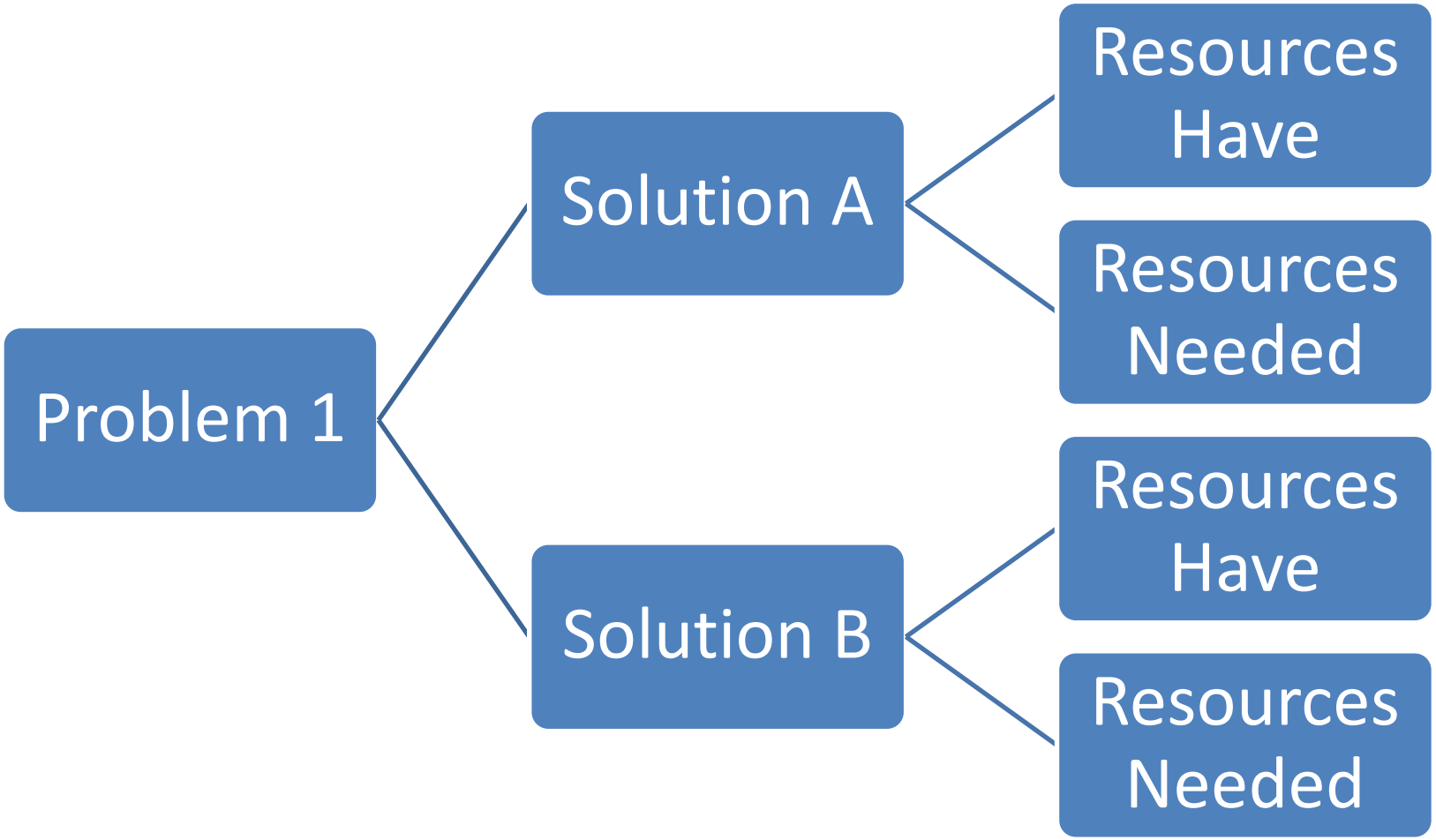
Incident Action Plan

1. Understand the situation
2. Establish incident objectives
3. Develop the plan
4. Prepare and disseminate the plan
5. Execute, evaluate, and revise the plan

IMT Planning Process

- Identify the problem(s).
  - Depending on the problems identified, break into Branches or Groups to complete the following:
    - For each problem, identify potential solutions.
    - Quickly evaluate the solutions and choose the best option(s).
    - For each solution being implemented, identify what resources are needed (e.g., people or things)
    - Document whether or not the resources are available or need to be ordered.
    - Assign someone to located the needed resources.
    - Begin implementing solution

IMT Planning Process



To-Do: After

- Document the response
- Debrief with team
- Write an after action report
- Update plans and policies based on lessons learned
- Continue to test and exercise plans

Special Events @ UO

EUGENE 08
HAYWARD FIELD

IAAF World Junior Championships
OREGON14

TRACKTOWN 2012
HAYWARD FIELD

THE HEROES ARE COMING!

TRACKTOWN 16
HAYWARD FIELD



Sources: www.usatf.org, ccooper.typepad.com, tracktownusa.com, dailyemerald.com

Olympic Trials



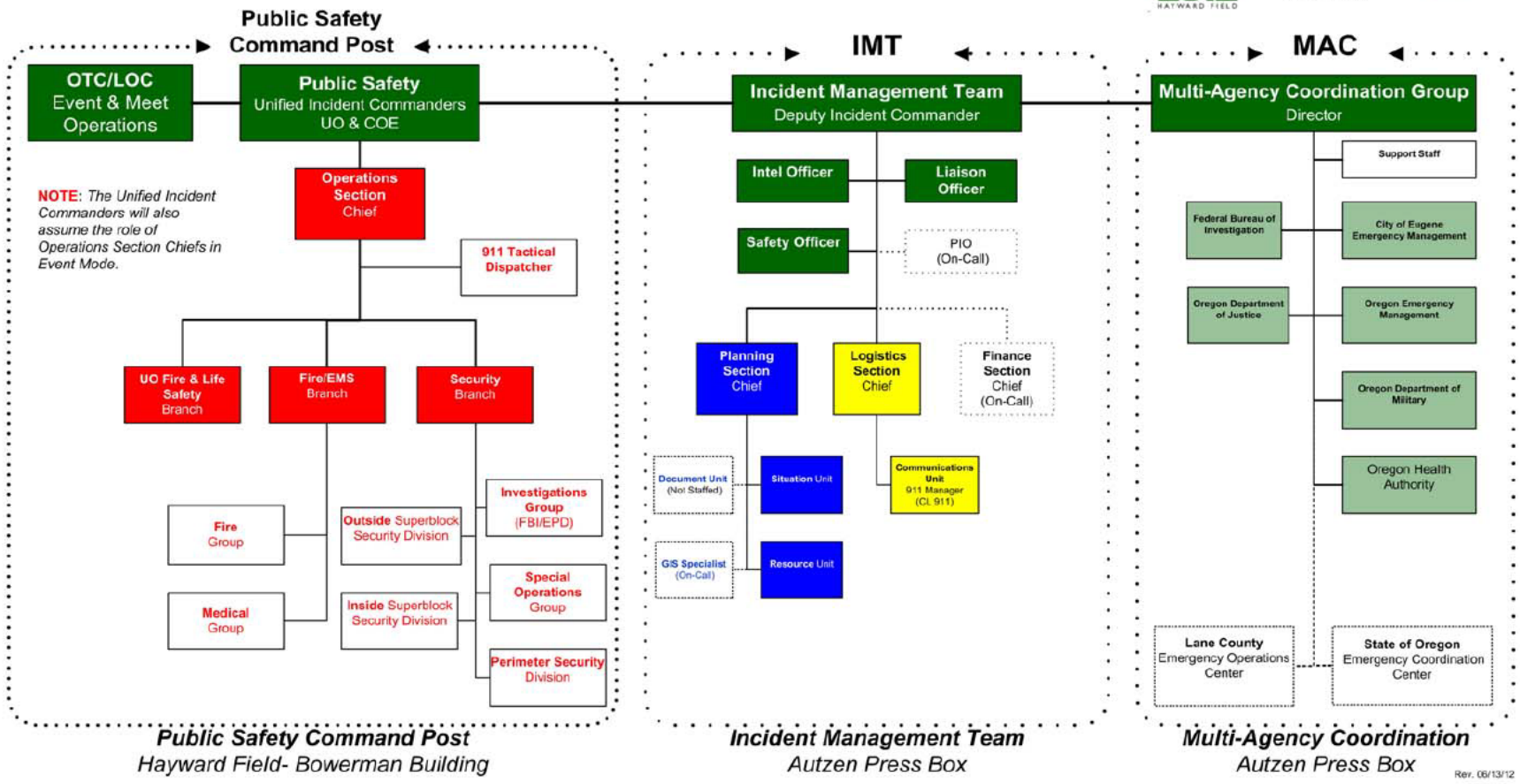
Public Safety

Committee Structure

- CHAIR: Krista Dillon, University of Oregon
- LIAISON: Sarah Medary, City of Eugene

- University of Oregon
  - Enterprise Risk Services
  - Police Department
  - Athletics
- City of Eugene
  - Police Department
  - Emergency Management
  - Public Works
  - Central Lane 911
  - Information Services
- Eugene Springfield Fire & EMS
- City of Springfield
  - Police Department
  - Emergency Management
- Lane County Community College
  - Department of Public Safety
- Lane County
  - Sheriff's Office
  - Emergency Management
  - Public Health
- State of Oregon
  - State Police
  - Department of Justice
  - Department of Transportation
  - Public Health
  - Oregon Emergency Management
  - Oregon Military Department
    - 102nd Civil Support Team
- Federal Agencies
  - Federal Bureau of Investigations
  - Department of Homeland Security
    - Federal Protective Services
    - Transportation Security Administration
- Private Sector
  - PeaceHealth Hospital

Public Safety
Unified Command Structure (Event Mode)



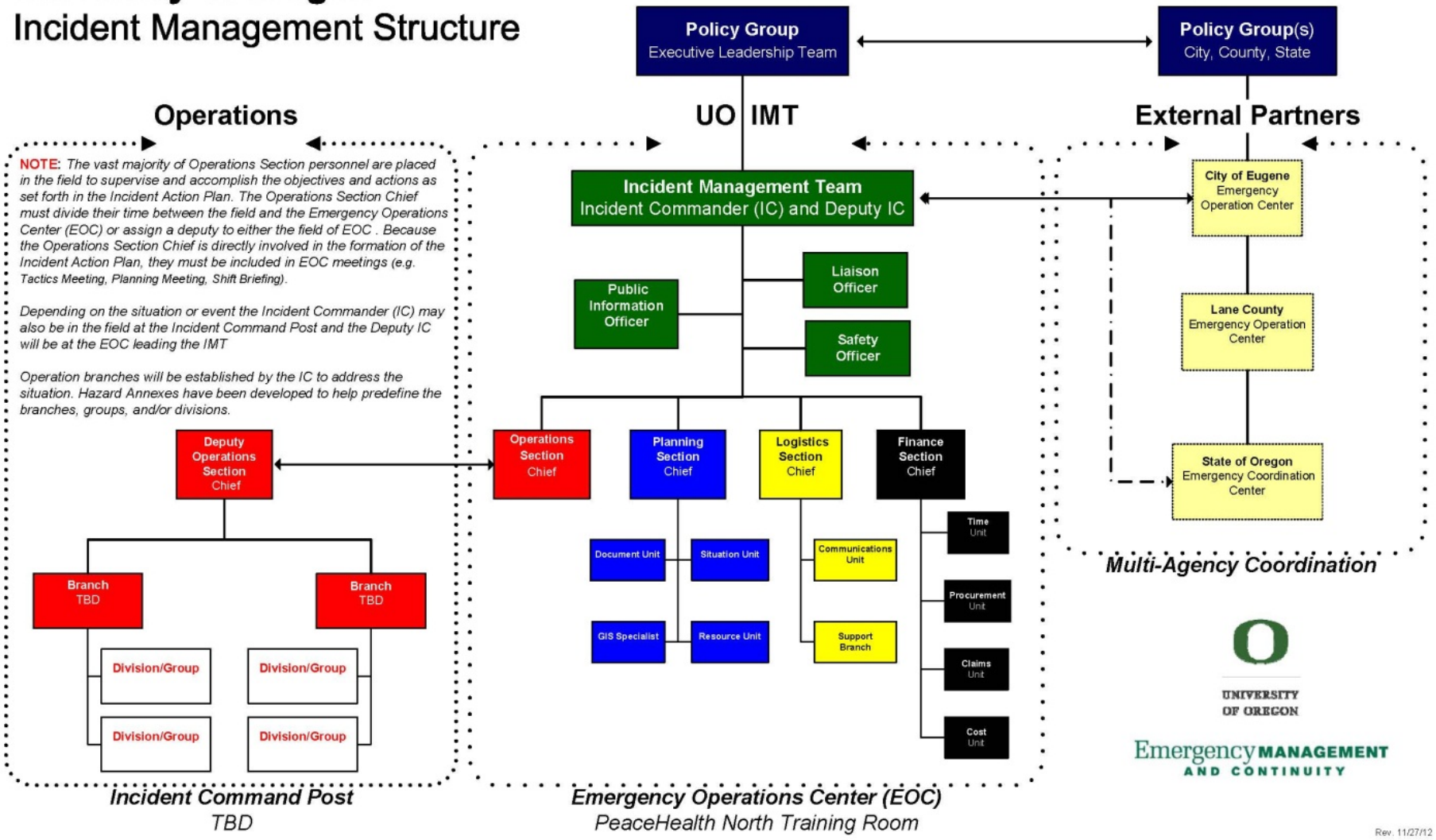
Public Safety Command Post
Hayward Field- Bowerman Building

Incident Management Team
Autzen Press Box

Multi-Agency Coordination
Autzen Press Box

Rev. 06/13/12

University of Oregon
Incident Management Structure



UNIVERSITY OF OREGON

Emergency MANAGEMENT AND CONTINUITY

Rev. 11/27/12

FB 2015 Game 4: October 10th UO-Athletics

Overview | Messages | To-Dos

Project overview & activity

WEDNESDAY, 14 OCTOBER 2015

Comment Re: Person injured from falling peice of metal in SRO

SATURDAY, 10 OCTOBER 2015

Message Eugene Springfield Fire

To-do ~~Women's restroom behind Section 12, female patient passed out.~~ Red Cross and EMS Incidents

Comment Re: Women's restroom behind Section 12, female patient passed out.

Comment Re: Z72/Z65 enroute to possible bike thieves at Mo gate

Comment Re: Z72/Z65 enroute to possible bike thieves at Mo gate

Comment Re: Z9 one ejected - etoh - north gate

Message Attendance 57,775

To-do ~~Team 1 walk-up pt ETOH 31 y/o F conscious~~ Red Cross and EMS Incidents

Comment Re: Team 1 walk-up pt ETOH 31 y/o F conscious

Message Z72/Z65 enroute to possible bike thieves at Mo gate

Comment Re: Team 1 walk-up pt ETOH 31 y/o F conscious

Comment Re: Team 1 walk-up pt ETOH 31 y/o F conscious

Comment Re: Team 1 walk-up pt ETOH 31 y/o F conscious

Comment Re: Z19 with two vom 38

To-do ~~West Treatment Room~~ Red Cross and EMS Incidents

Comment Re: West Treatment Room

Messages | Documents | Events

Mongoose

FB Game 4: October 19th

Advanced Filters

Create New Message

Andre LeDuc posted this on 10/26/2013
Johnson Hall CP is Closed
See you at the Game ;-)

Go Ducks!

-Andre

JoAnna Kamppi posted this on 10/19/2013
Eugene Springfield Fire Complete

Andre LeDuc posted this on 10/19/2013
Attendance: 56949
Attendance 56949

JoAnna Kamppi posted this on 10/19/2013
North Building Womans room East
Report of a female passed out.

JoAnna Kamppi posted this on 10/19/2013
Top of section 22
Elderly male with a possible sprained ankle. CMS is with the patient. Red Cross team 4 enroute.

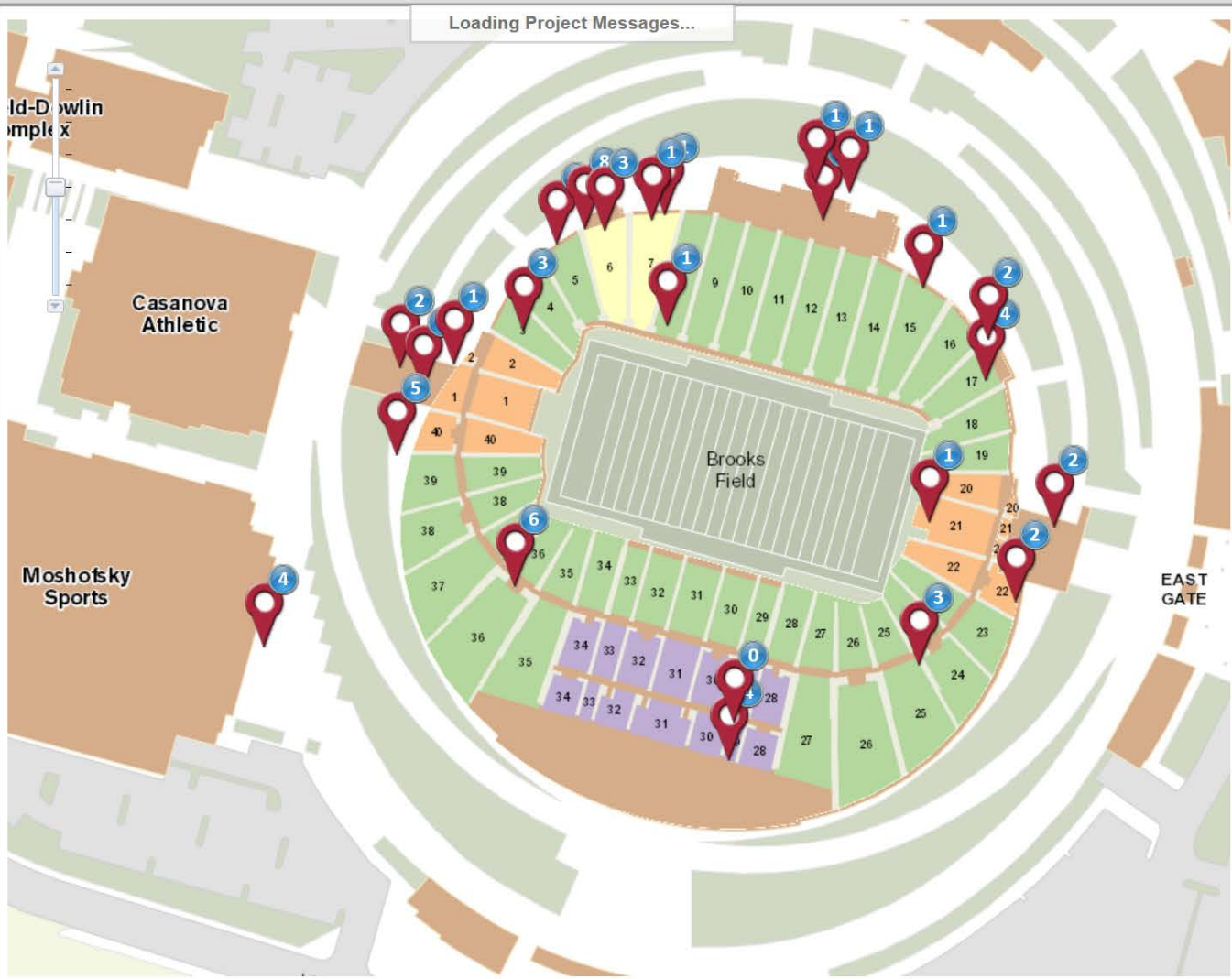
JoAnna Kamppi posted this on 10/19/2013
Section 3
Elderly male, blue jacket, leg cramp, patient on the concourse.

JoAnna Kamppi posted this on 10/19/2013
Section 25 womens restroom
Report of a female passed out in the restroom. Red cross team 4 enroute.

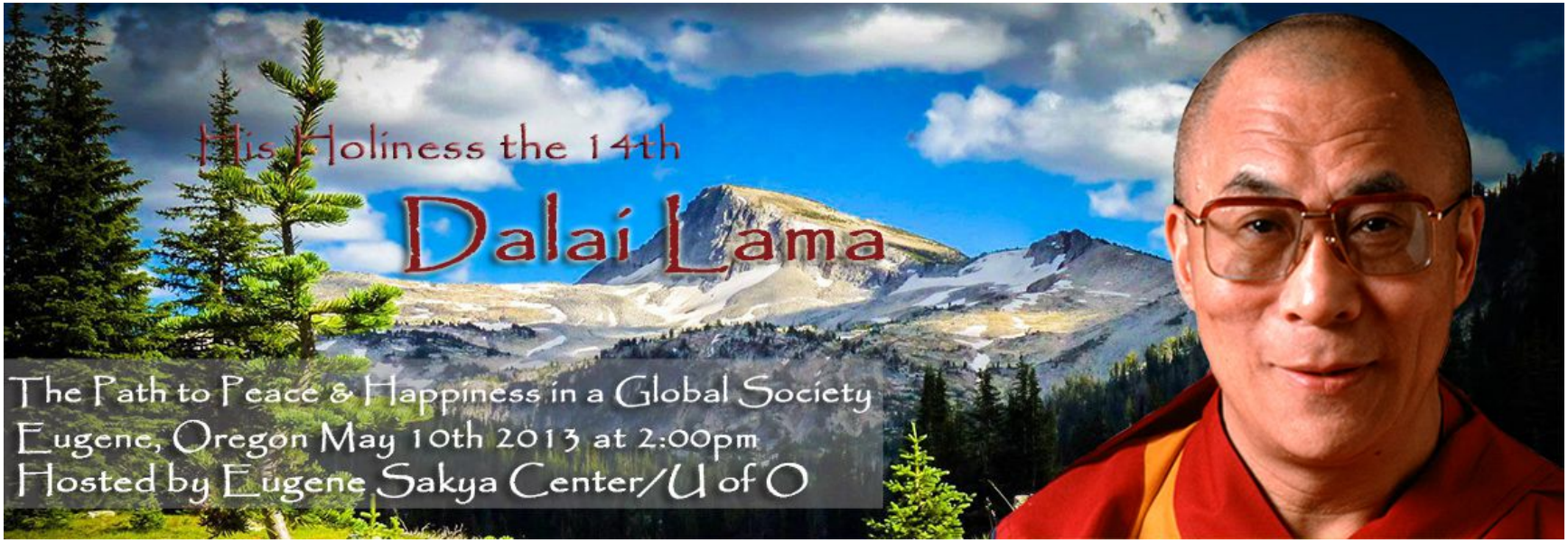
JoAnna Kamppi posted this on 10/19/2013
Requested an addition medic unit to Stand-by
Medic 21 transporting a patient out. Firecom notified to send an additional unit to stand-by.

JoAnna Kamppi posted this on 10/19/2013
Space 7116
60 yom respiratory distress. M21 responding and arrived.

Loading Project Messages...



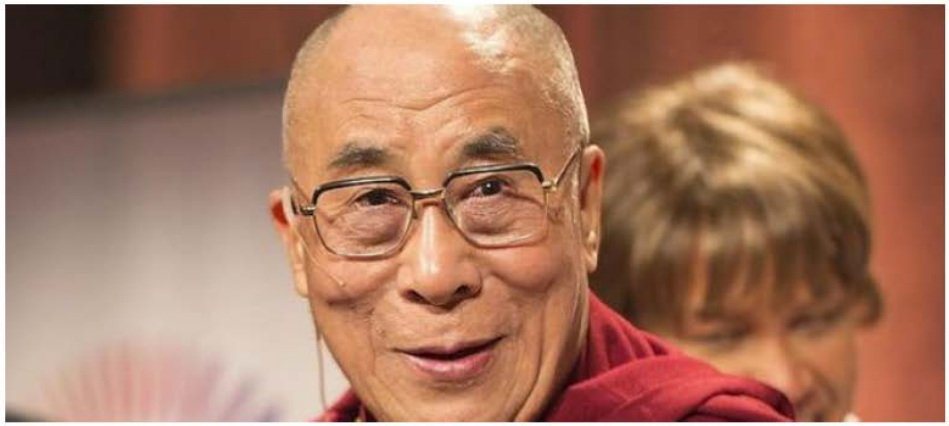
His Holiness the Dalai Lama



Public Safety Unified Command

Operations Plan

FOR OFFICIAL USE ONLY (FOUO)



His Holiness Tenzin Gyatso,
the 14th Dalai Lama of Tibet

Eugene, Oregon – Matthew Knight Arena

May 10, 2013

Last Revised:
May 8, 2013

Developed by:
University of Oregon
Emergency Management & Continuity Program

3. Run of Show

The following is the run of show associated with both the security and operations components of the Dalai Lam visit and lecture

Time	Activity	Location	Lead
200	EOD sweep begins	MKA	EPD
600	EOD sweep ends	MKA	EPD
600	East entrance opens to credentialed and gate listed staff	MKA	CMS
600	DS Site Advance	MKA	DS
600	Parking garage opens to HHDL permits and daily users	Columbia Garage	CMS
630	EOD vehicle sweeps	EPD	EPD
700	DS Prepost agenda assume posts	MKA	DS
700	EHS Fire 1 arrive	MKA	EHS
800	Airport Advance	Lawrence FBO	DS
830	EOD sweep	Lawrence FBO	EPD
830	Motorcade depart EPD to Lawrence FBO	EPD	DS/EPD
830	Luncheon checkin set up	Ford Alumni Center	Steering Committee/Sakya
900	Motorcade arrive	Lawrence FBO	DS/EPD
900	Command Post Activated	MKA	UO IMT
900	Luncheon set up	MKA Practice Courts	Steering Committee/Sakya
1015	CMS Mag training	Jacqua Auditorium	CMS
1030	West entrance opens to credentialed staff and luncheon guests	MKA	CMS
1030	HHDL wheels up	PDX	DS
1030	Fire 2 & 3 arrive	MKA	EHS
1030	Receiving line check in	Ford Alumni Center	Steering Committee/Sakya
1030	Luncheon guest check in begins	Ford Alumni Center	Steering Committee/Sakya
1030	Boxed lunch delivery	MKA - Practice courts	Steering Committee/Sakya
1030	Boxed lunch delivery	MKA - Command Post	UO IMT
1030	VIP parking available	Columbia Garage	CMS
1045	Escort receiving line to MKA	Mac Club	Steering Committee/Sakya
1100	ADA parking opens	Columbia Alley	CMS
1100	Bag check begins	Ford Alumni Center	Dean of Students
1100	Luncheon check in ends	Ford Alumni Center	Steering Committee/Sakya
1100	Luncheon guests escorted to Practice Courts	Ford Alumni Center	Steering Committee/Sakya
1100	Receiving line assembles	MKA - Mac Club	Steering Committee/Sakya
1100	HHDL arrive	Lawrence FBO	DS
1100	Motorcade departs	Lawrence FBO	DS/EPD
1100	Time, Place, Manner group arrives	Ford Alumni Center	J. Steward
1115	Media credentialing	Jacqua Front Desk	Office of Strategic Communication
1130	Receiving line	MKA - Mac Club	Steering Committee/Sakya
1130	Soft door open	MKA	CMS
1130	Shuttles begin	Autzen Stadium	CMS
1130	HHDL arrive	MKA	DS/EPD
1130	Luncheon begins	MKA - Practice courts	Steering Committee/Sakya
1130	Concessions open	MKA	Arena Staff
1140	Escort HHDL to green room	MKA - Green Room	DS

4. Concept of Operations

The event will be managed in a manner consistent with the Incident Command System (ICS). This will permit participating agencies to effectively provide guidance, direction, coordination, support, and accountability throughout the event. The Command Post is located in the Media Room located on the southwest side of the event level of the Matthew Knight Arena. The Command Post will be run like Stadium Operations and Security (SOS) for home football games where each responding agency has a representative staffed to coordinate information and manage response. The following departments/units or agencies are represented in the Command Post.

UO Incident Management Team: partially activated to coordinate on-site Dalai Lama events with other events happening simultaneously on campus. (Staffing to include: IMT Director, Liaison Officer, Public Information Officer, Planning Section Chief, and Situation Unit Leader).

UO Athletics Operations and Events: management of run of show and building related issues.

UO Police Department: support of event operations for security and life safety issues.

Eugene Police Department: Coordination of motorcade operations and support of event operations for security and life safety issues.

Department of State Bureau of Diplomatic Security: Title 22 U.S. Code Section 2709 gives Diplomatic Security (DS) broad authority to protect U.S. and foreign government officials. DS is responsible for the physical protection of the Dalai Lama while he is in the U.S. DS works closely with other federal, state, and local law enforcement agencies to provide a secure environment. DS takes all reasonable measures to protect designated officials using a variety of tactics, techniques, and procedures to accomplish the mission. In consultation with the DS Office of Protection, the Agent-in-Charge will make staffing and resource adjustments to mitigate any threats. Based on safety concerns, DS reserves the right to cancel or postpone certain events or activities in light of specific and credible threats.

Eugene Fire EMS: support of event operations for medical response both at the venue and related to the motorcade.

102nd Civil Support Team (CST): coordinate Chemical, Biological, Radiological, Nuclear, and High Yield Explosives (CBRNE) detection capabilities and liaison with participating agencies.

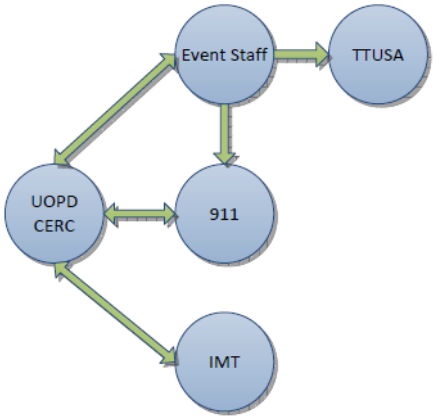
World Juniors



April 10, 2014

Suspicious Package / Unattended Package

Notifications



Response Actions: On-Site Resources

JHAT:
- Investigation
- Analysis
- Armed Response

CMS:
- Evacuation

EHS:
- Evacuation

EMS:
- Triage/ Treatment (once clear)

Response Actions: Off-Site Resources

UOPD:
- Agency Access
- Perimeter
- Armed Response

EPD/LSCO/SPD:
- Perimeter
- Armed Response

UO Security:
- Evacuation
- Perimeter

ESFD/EMS:
- Triage/ Treatment (once clear)

Situation Awarness

Resource Requests

EOC Activation

(677 E 12th, 4th Floor, Room 478)

- UO Alert! Determination
- EOC Activation Determination
- IMT & Partner Agency Notification
- IAP Development

Eugene Marathon 2013



April 26 – 28, 2013
2013 EUGENE MARATHON
EUGENE, OR

OSU – Mirror Lake Jump



- Ohio State University
- Annual tradition
- 2015 fatality resulted in cancellation of event
- Risk Factors:
  - Alcohol
  - Large crowds
  - Extreme temperatures
  - Injury

Texas Teen Book Festival

- St. Edwards University
- 2016 featured Mindy Kaling as guest speaker
- Risk Factors:
  - Large crowds
  - VIP
  - Minors



THON

- Penn State
- Student Run Philanthropy
- 48 hour dance marathon
- Risks:
  - Large Crowds
  - Minors
  - No Sitting



Lessons Learned

- Must be Flexible
- Expectations & Limitations
- Planning & Training = Better Response
- Relationships

Questions?