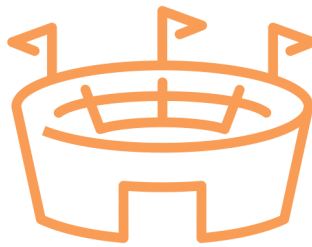


ISC | Large Special Event Crisis Management & Preparedness

Across the nation, communities and venue owners are responsible for managing thousands of special events for sporting events, festivals, concerts, conventions, tourist attractions, and other public and private mass gatherings. These events not only draw hundreds of thousands of people into a community or specific venue, magnifying the potential of a crisis or the consequences of a natural emergency or disease outbreak, but some events may be a potential target for terrorism or civil unrest.

Whether these events are designated as a National Special Security Event, past special event crises have demonstrated that communities and venue owners must be well prepared. Pre-incident emergency planning and crisis management strategies will help manage the crisis response operations and identify strategies to successfully manage communication, reputational risk, and recovery.



Special Event Crises and Emergency Incidents are on the Rise

Large public and private special events are on the rise but so too are the number of large-scale emergencies that result in mass casualties and civil disturbance. Large special events serve as economic drivers for many communities; however, special event organizers must also consider that in today's world there are an increasing number of security concerns they must be prepared to handle. Here are a few trends that every community, venue owner, and special event organizer must consider.

ABOUT US

Integrated Solutions Consulting is a professional services firm focused on developing and implementing comprehensive crisis and consequence management solutions. We are a team of innovative problem-solvers that combine experience and evidence-based knowledge to deliver practical, best practice results across multiple industries to make communities safer and more resilient.



Large Scale Emergencies on the Rise:

- According to the FBI, over the past twenty years there have been over 300 active shooter incidents resulting in almost 3,000 casualties and 1,000 fatalities.
- In 2020, the United States had a record number of public demonstrations that grew into civil disturbances resulting in over \$2 billion in damages according to the Verisk Property Claims Services.
- According to the Center for Strategic & International Studies, over the past twenty-five years there have been over 900 terrorist attacks and foiled plots in the United States. These terrorist plots were made by religious, left-wing, right-wing, and ethnonationalist groups.
- Research indicates that disease outbreaks have been increasing significantly since 1980 and this risk will continue beyond the COVID-19 pandemic and into the decades to come.
- According to the International Disaster Database, natural disasters and large-scale emergencies are on the rise, globally and the United States. Although deaths from natural disasters are down, the cost and economic loss from natural disasters has risen exponentially.

Emergency Preparedness for Special Events

Emergency preparedness for special events goes well beyond stationing security guards at various locations to manage the risk exposure and potential consequence of a crisis. Crisis and emergency preparedness is a complex process that must be integrated into the operational elements of the event security so that readiness is maintained. Here are a few best practices and tips:

- ✓ Have extensive knowledge of the venue, inside and out
- ✓ Assess potential threats
- ✓ Determine attendee risks
- ✓ Develop venue-specific security plans
- ✓ Develop scalable emergency response strategies
- ✓ Develop crisis management and business resumption strategies
- ✓ Coordinate with community partners and first responders
- ✓ Train, exercise, and drill the plan with staff and community stakeholders
- ✓ Control the crowd
- ✓ Debrief and make improvements
- ✓ Stay connected
- ✓ Do not underestimate the importance of crisis and emergency preparedness.

Our Expertise & Experience

Integrated Solutions Consulting (ISC) has obtained the recognition of providing exceptional, client-focused services and is celebrated for its integrated “best-practices” approach to Special Event Crisis Management and Preparedness Services. Our continued success has served to strengthen our belief that our team must be coordinated and well-versed in both the practical application of crisis and emergency management and possess extensive knowledge of managing large-scale special events.



FIFA World Cup Planning



ISC held a series of discussion-based workshops with regional stakeholders throughout a 9-county, bi-state region to determine the limits of the necessary core capabilities for responding to a complex coordinated attack during the hosting of the 2026 FIFA World Cup and the anticipated 650,000 visitors, including dignitaries and VIPs. The scenario focused on the mobilization of several thousand activists as part of coordinated, grassroots efforts to protest the United States' involvement in a current international crisis that quickly escalates into coordinated attacks.

These discussion-based workshops followed HSEEP protocol and concluded in an After-Action Report (AAR) that included a summary of the findings and recommendations for future consideration.

Super Bowl Emergency Operations Exercises



Hard Rock Stadium Miami, FL

ISC designed, developed, and conducted an Emergency Operations Center (EOC) Functional Exercise (FE), in preparation for the National Football League's Super Bowl LIV, held in Miami, FL. ISC exercise planners designed exercises to provide a forum for staff supporting Super Bowl LIV. These exercises were designed to enhance their security and emergency response readiness for an event that attracted over 62,000 and 102 million viewers during a worldwide pandemic. ISC Exercise planners facilitated the exercise planning process following HSEEP protocol, prepared all exercise tools and materials, including a comprehensive Master Scenario Events List, scenario vignette videos which enhanced the exercise simulation, and all HSEEP After-Action Reporting and Improvement Planning. Moreover, ISC established and operated a Simulation Cell which drove all exercise play with the use of scenario injects, introduced by telephone, WebEOC message, GIS product, and the scenario vignette videos.

Major League Baseball All Star Game Planning & Exercises

ISC provided technical assistance in the development of a Regional Evacuation Plan for the Kansas City, bi-State region that utilized for multiple hazard scenarios including the Major League Baseball All Star Game. The overarching purpose of the plan was to provide a vehicle for collaboration in planning, communication, information sharing, and coordination of activities/operations requiring an evacuation. This coordinated effort incorporated nine counties spanning across Kansas and Missouri.



Entertainment & Concert Venue Special Event Planning



ISC has served as a trusted, embedded safety and security partner to support venues sponsored by Live Nation Entertainment – the world's largest live entertainment company and promoter of many of the highest-profile concert events in North America. ISC developed, delivered, and continuously improved a comprehensive Special Events Operations and Management Plan for one of Live Nation's flagship multi-day urban music festivals that attracts approximately 100,000–120,000 attendees per day in a major metropolitan park. ISC worked with Live Nation and hosting municipalities to coordinate and leads a series of escalating exercises based on various scenarios that stress every element of DHS' Special Event Guidance