

Publications

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 Planned Special Events Traffic Management Web Site

Planned Special Events: Checklists for Practitioners

Prepared by

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Technical Documentation Page

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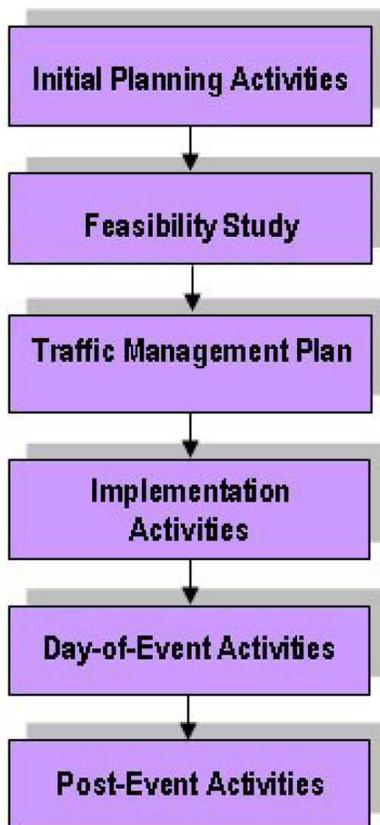
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Planned Special Events: Checklists for Practitioners

Introduction

Planned Special Events: Checklists for Practitioners presents a total of six checklists on event-specific planning for planned special event travel management. These checklists follow the order in which the topics are presented in Chapters 4, 5, 6, 7, 8, 9, and 10 of the Federal Highway Administration handbook, *Managing Travel for Planned Special Events*. Each checklist provides common, sequential steps for plans and activities that practitioners may use for most significant planned special events, regardless of the event or area type. However, considering that no two events have the same effect on surface transportation operations, each step incorporates several assessments designed to address the effects that planned special events may have on traffic, parking, pedestrian, and transit operations that are attributable to variables such as travel demand, road/site capacity, event operation, available resources, and external factors.



Planned special event practitioners may apply these checklists to a specific planned special event to develop a customized "road map" of essential tasks required to manage transportation operations for the event. Because planned special events practitioners may have different requirements, these checklists have been created in MS Word and are designed to be adaptable to each user's needs. Therefore, users are encouraged to create copies of this document and modify them by reordering elements within each list or adding to them based on each practitioner's needs and experiences with the special event planning process. Each checklist is also colored differently for ease of navigation.

It is the goal of this document to be an adaptable tool for practitioners, one which may be shared among stakeholders and

other partners to facilitate coordination and buy-in. The checklist tools may also serve to guide interagency planning efforts as it will provide an overview to those stakeholders responsible for particular steps explaining how their activities fit into the overall planning process. The checklists are designed specifically to allow the users to move sections around to meet their needs. The checklists should not be considered mandates or standards but viewed as guidelines that indicate when in the process the item should be considered and addressed.

At the end of this document are three blank forms: a Contact List, a Resources List, and a Map List. These may be used to improve the coordination and comprehensiveness of the special events planning process.

Additional FHWA documents are available to help practitioners plan for special events, including:

- *Managing Travel for Planned Special Events Handbook*; Publication No. FHWA-OP-04-010, EDL Doc. #13883.
- Outreach Material
 - Brochure; Publication No. FHWA-OP-04-033, EDL Doc. #13903
 - Fact sheet; Publication No. FHWA-OP-04-034, EDL Doc. #13904
 - Technical presentation - available on the TMC Pooled-Fund Study website

These resources can be found at http://ops.fhwa.dot.gov/program_areas/sp-evnts-mgmt.htm.

Instructions

The checklists are provided in an MS Word format, so users may save copies of each file under a new name, thereby keeping a the original checklists in an unaltered state while using the renamed copies as working documents that can then be adapted to reflect each users' particular needs.

To use a checklist, review each assessment under a particular step and insert a check next to the assessments that apply to the known planned special event scenario. The checklists provide the following guidance to users in determining whether a certain assessment applies to the subject event:

- "If Checked" column - defines potential action items to be addressed in the operations planning phase if the assessment applies to the planned special event.
- "Tips / Examples" column - clarifies the concept of the assessment and cites specific events and/or circumstances under which the assessment may more likely apply.

Practitioners have space available for recording notes on their review of each assessment. User notes may include documenting:

1. What resources are needed - planning (the Resources List is available as a comprehensive compilation of needed resources.)
2. When and how to act - operation
3. Who is in charge - command
4. Who will pay - finance.

These checklists have been designed to fit easily in a 3-ring binder, and are in an expandable format, allowing users to create more space by adding rows where needed, delete those that are not necessary to a particular event, or to reorder the assessments in any step to more effectively meet the needs of a specific event, locality, or user.

To add a row:

1. Place your cursor in the row above which you wish to add a row.
2. Select Table from the menu bar.
3. Select Insert.
4. Select Row Above.

If you wish to add a row at the end of a step section, place your cursor in the last cell of the section (e.g., at the end of step 2 but before step 3) and hit the Tab key. Another cell will automatically be added.

To move a row:

1. Place the cursor in the first cell of the row you wish to move.
2. Select Table from the menu bar.
3. Select Select.
4. Select Row.
5. Press Ctrl-x.
6. Place the cursor in the row below the place you wish the selected row to appear.
7. Press Ctrl-v.

Remember, by saving the original document under a new name, the original checklist is able to be copied again and again for use in planning future events. Or, once copied and adapted, use the modified version as the starting point for the planning phase of your next planned event if it more closely resembles your process than the base document.

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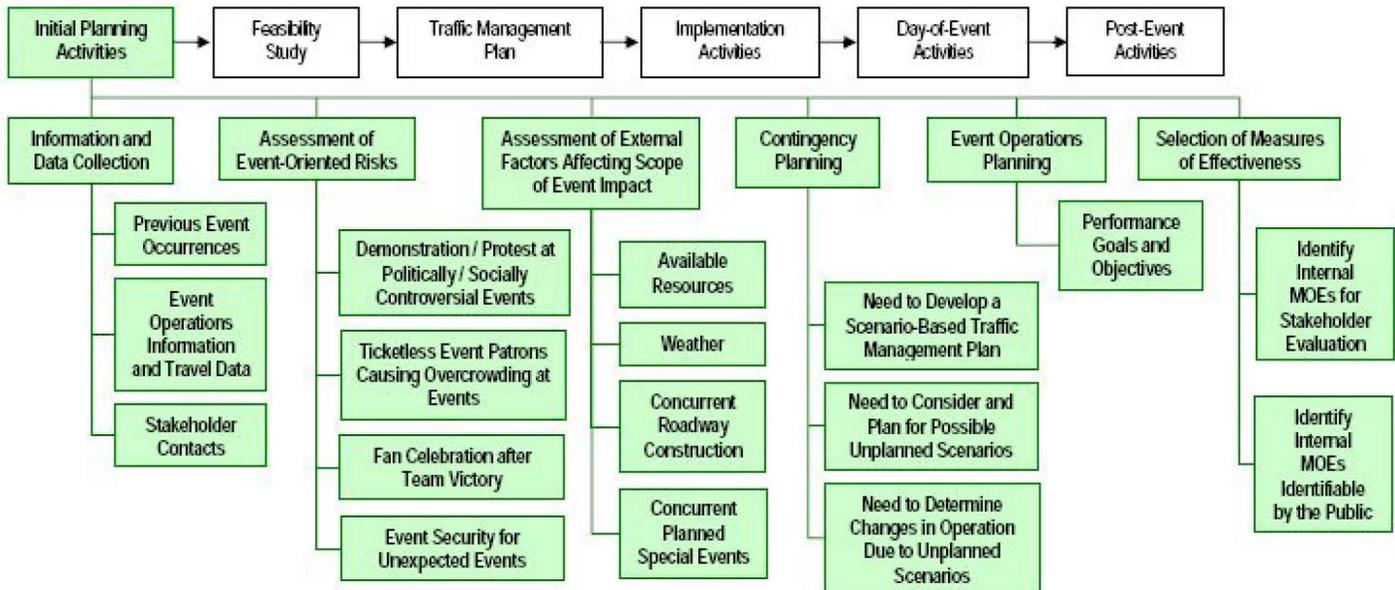
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INITIAL PLANNING ACTIVITIES CHECKLIST

The checklist on initial planning activities targets scenarios linked to particular planned special events that may require modifications to the traffic management plan on the day-of-event. A proactive response to such scenarios involves the development of contingency plans packaged into a scenario-based traffic management plan that provides a selection of options for a range of potential unexpected events. The figure below summarizes the types of assessments made for each of the four steps in the initial planning activities checklist:



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Step 1. Information and Data Collection

INITIAL PLANNING ACTIVITIES

APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 1: Information and Data Collection				
<input type="checkbox"/>	<ul style="list-style-type: none"> Previous event occurrences 	<ul style="list-style-type: none"> Review operations strategies and resource allocations used in previous events Assess event-oriented risks and external factors affecting the operation of previous events Obtain information on contingency scenarios implemented in previous events Evaluate successful tools, techniques, and operations strategies used in previous events for potential application Gather information on traveler information 	<ul style="list-style-type: none"> Consider past occurrences of the same event and like events at the same venue in addition to past occurrences of the same event in other areas Documented measures of effectiveness Participant (traffic management team, patron, public) debriefings and surveys Minutes of post-event debriefings Post-event reports 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Event operations information and travel data 	<ul style="list-style-type: none"> Obtain historical and projected data on event operation characteristics Gather historical information for travel forecasting 	<ul style="list-style-type: none"> Event operations characteristics include attendance, time of occurrence, time and duration, audience accommodation, and market area Travel forecast data includes trip generation, modal split, vehicle occupancy, arrival rate, and parking occupancy Traveler information includes static information, real time information to event and local road users. 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Stakeholder contacts 	<ul style="list-style-type: none"> Identify and engage stakeholders potentially participating in event planning and operations Involve practitioners that handled previous or like event occurrences 	<ul style="list-style-type: none"> Facilitate outreach early and often Develop contact lists based on information provided by the stakeholders Identify stakeholder point-of-contacts Identify potential event operations stakeholders, community interest stakeholders, and event support stakeholders Identify necessary agreements and permit requirements Identify Project Manager for the event management planning 	

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Step 2. Assessment of Event-oriented Risks

APPLIES?		ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
INITIAL PLANNING ACTIVITIES					
Step 2. Assessment of Event-oriented Risks					
<input type="checkbox"/>	<ul style="list-style-type: none"> • Demonstration or protest at politically or socially controversial events 	<ul style="list-style-type: none"> • Account for demonstrators in travel forecast • Account for potential travel lane / road section closures • Account for increased security and EMS involvement 	<ul style="list-style-type: none"> • Any event political in nature or invoking social concern • Political convention or parade • Major demonstrations may utilize a chartered bus service; however, community/local demonstrators may travel by car, park and then assemble 		
<input type="checkbox"/>	<ul style="list-style-type: none"> • Ticketless event patrons causing overcrowding at major sporting and concert events 	<ul style="list-style-type: none"> • Account for additional site attendance in travel forecast 	<ul style="list-style-type: none"> • Sold-out sports, such as a championship game • Sold-out concert involving high-profile performer 		
<input type="checkbox"/>	<ul style="list-style-type: none"> • Fan celebration after team championship victory 	<ul style="list-style-type: none"> • Account for potential delayed egress after event • Account for potential ingress traffic to the event site after the event • Account for potential travel lane / road section closures 	<ul style="list-style-type: none"> • Post-event celebrations may occur directly outside venue, interfering with egress of customers • Fans who did not attend the event may travel to the event venue to join the celebration • Consider crowd control/response teams to quell disturbances in parking lots 		
<input type="checkbox"/>	<ul style="list-style-type: none"> • Event security for unexpected events 	<ul style="list-style-type: none"> • Prepare contingency plans • Develop emergency access routes • Incorporate provisions of public safety emergency response plans 	<ul style="list-style-type: none"> • High-profile, national event susceptible to security threats • Potential for unruly spectator behavior or violence • Consider crowd control/response teams to quell disturbances in parking lots 		

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Step 3. Assessment of External Factors Affecting Scope of Event

INITIAL PLANNING ACTIVITIES

APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 3. Assessment of External Factors Affecting Scope of Event Impact				
<input type="checkbox"/>	<ul style="list-style-type: none"> Available resources 	<ul style="list-style-type: none"> Assess available personnel and equipment based on event time/place of occurrence, other planned special events, and equipment status Input into IMPLEMENTATION ACTIVITIES CHECKLIST 	<ul style="list-style-type: none"> Available resources refer to the quantity and experience of personnel and equipment available to plan and conduct day-of-event travel management operations A special factor that may place significant strain on available resources involves the occurrence of planned special events at a venue under reconstruction, which places additional demand on the amount of traffic management team personnel and equipment resources needed to manage events hosted by the venue during its reconstruction 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Weather 	<ul style="list-style-type: none"> Assess potential for conditions to impact travel demand, road/site capacity, or both Input into TRAFFIC MANAGEMENT PLAN CHECKLIST 	<ul style="list-style-type: none"> In winter, snow banks in permanent venue parking areas reduce the number of on-site parking spaces required for an event sell-out Rain can create significant problems for unpaved parking areas and access roads Weather conditions may have a significant impact on attendance (e.g., increased attendance or reduced attendance) and/or the rate of arrivals and departures at some special events 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Concurrent roadway construction 	<ul style="list-style-type: none"> Assess potential reduction in available capacity on freeways/arterials serving the planned special event venue Assess localized impacts, including restricted traffic circulation Input into FEASIBILITY STUDY CHECKLIST and TRAFFIC MANAGEMENT PLAN CHECKLIST 	<ul style="list-style-type: none"> Identify road construction activities in all jurisdictions within a certain travel time or distance radius, equivalent to the event market area, of the event venue 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Concurrent planned special events 	<ul style="list-style-type: none"> Assess characteristics (e.g., increased traffic demand, road/lane closures) of concurrent planned special events on potential to reduce available capacity on freeways/arterials the subject planned special event Assess localized impacts, including reduced parking supply caused by other area planned special events and restricted traffic circulation Input into FEASIBILITY STUDY CHECKLIST and TRAFFIC MANAGEMENT PLAN CHECKLIST 	<ul style="list-style-type: none"> Meet with area venue operators and determine a timeline of planned special events in the region, particularly those affecting the transportation system serving the subject planned special event Obtain information, including attendance estimates, on planned special events occurring in other metropolitan areas and areas with large venues within a certain radius (e.g., 50 or 100 miles) 	

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Step 4. Contingency Planning

INITIAL PLANNING ACTIVITIES				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 4. Contingency Planning				
<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Need for developing a traffic management plan that is scenario-based ▪ Need for considering and planning for a range of possible unplanned scenarios ▪ Need for determining changes in operation due to unplanned scenarios 	<ul style="list-style-type: none"> ▪ Input into TRAFFIC MANAGEMENT PLAN CHECKLIST 	<ul style="list-style-type: none"> ▪ Weather ▪ Severe weather outbreak ▪ Flooding on event site access routes ▪ Flooding in event parking areas ▪ Parking during wet weather ▪ Security threat ▪ Major traffic incident ▪ Delayed event ▪ Event cancellation ▪ Absence of trained personnel and volunteers on the day-of-event ▪ Equipment breakdown ▪ Demonstration or protest ▪ Unruly spectator behavior ▪ Overcrowding ▪ Event patron violence 	

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Step 5. Event Operations Planning

INITIAL PLANNING ACTIVITIES				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 5. Event Operations Planning				
<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Performance Goals and Objectives 	<ul style="list-style-type: none"> ▪ Identify Performance Goals and Objectives for: <ul style="list-style-type: none"> ○ User Event Patron ○ Non-Attendee road user ○ Bus user 	<ul style="list-style-type: none"> ▪ Minimize travel delay to and from event ▪ Minimize conflict in vehicle flow ▪ Minimize travel safety hazards ▪ Increase automation of traffic control ▪ Maximize parking ingress/egress ▪ Maximize freeway off-ramp/onramp flow rates ▪ Disseminate accurate, timely and consistent traveler information ▪ Maintain required parking and access for local residents and businesses ▪ Maintain access for emergency vehicles ▪ Disseminate accurate and timely information on traffic plan and access passes ▪ Maintain reliable and frequent bus service ▪ Minimize bus headways ▪ Disseminate accurate and consistent Park-N-Ride information 	

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Step 6. Selection of Measures of Effectiveness

INITIAL PLANNING ACTIVITIES

APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 6. Selection of Measures of Effectiveness				
<input type="checkbox"/>	<ul style="list-style-type: none"> Identify Internal MOEs for stakeholder evaluation 	<ul style="list-style-type: none"> Determine data requirements, collection methods, and specific measures in event operations planning phase in order to collect data and log activities on the day(s)-of-event Select performance measures beneficial to stakeholders in helping them evaluate traffic management team activity Consider measures that assess the quality of activity and not just quantity 	<p>Example internal MOEs include:</p> <ul style="list-style-type: none"> Time required to deploy and remove strategies No. of road/lane closures and time/duration Traveler information device day-of-event message log No. of traffic signal timing changes No. and type of service patrol assists No. of messages transmitted between personnel 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Identify External MOEs identifiable by public 	<ul style="list-style-type: none"> Determine data requirements, collection methods, and specific measures in event operations planning phase in order to collect data and log activities on the day(s)-of-event Select performance measures clearly experienced by most spectators attending a special event and are factors most likely to be noted by the public Consider measures that serve as key inputs into planning for the next event occurrence 	<p>Example external MOEs include:</p> <ul style="list-style-type: none"> Volume of traffic on facilities serving event Travel time and delay on highways and streets Average vehicle occupancy and modal split Parking occupancy and arrival/departure times No. of traffic incidents and clearance times 	

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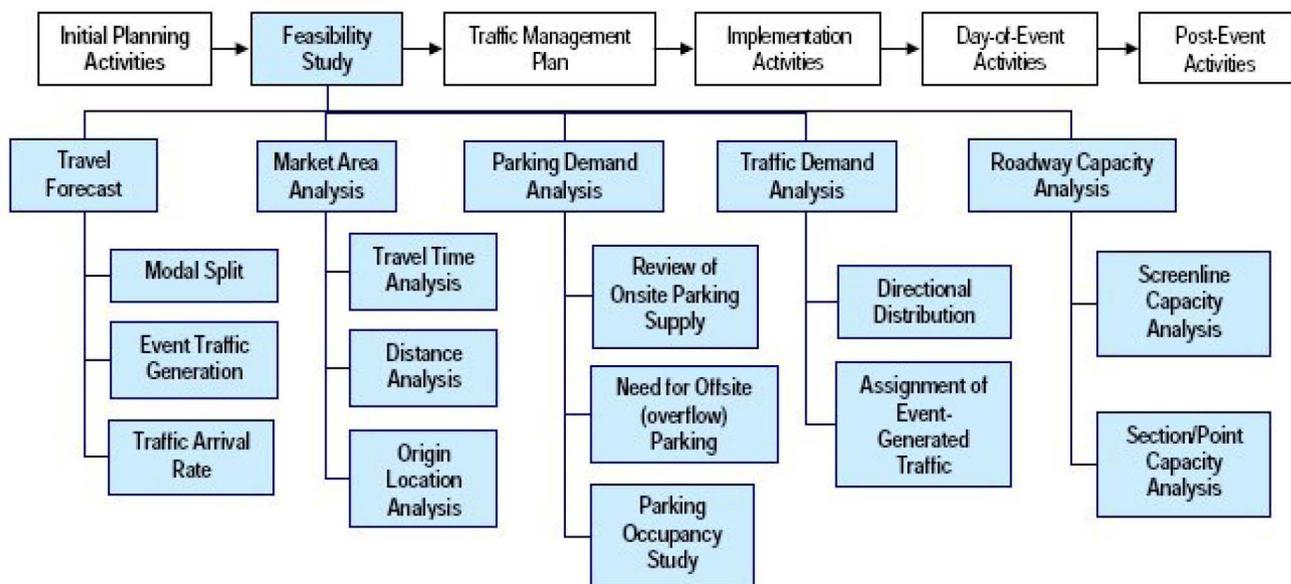
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FEASIBILITY STUDY CHECKLIST

The checklist on feasibility study enumerates various steps and associated considerations for gauging the effect a proposed event may have on surface transportation operations in the vicinity of the venue and in the region hosting the planned special event. Practitioners may develop a feasibility study to determine if the subject planned special event will cause travel problems, where and when identified problems will occur, and the magnitude of each identified problem using various measures. The figure below summarizes the types of assessments made for each of the five steps in the feasibility study checklist:



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Step 1. Travel Forecast

FEASIBILITY STUDY CHECKLIST

APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 1. Travel Forecast				
<input type="checkbox"/>	<ul style="list-style-type: none"> Modal split 	<ul style="list-style-type: none"> Input into event traffic generation 	<ul style="list-style-type: none"> Determine percentage of event patrons that will use other modes of travel (transit, charter bus, walking) than their personal vehicle. 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Event traffic generation 	<ul style="list-style-type: none"> Input into parking demand analysis and traffic demand analysis 	<ul style="list-style-type: none"> Use an estimate of anticipated event attendance (or venue capacity if sell-out) and vehicle occupancy 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Traffic arrival rate 	<ul style="list-style-type: none"> Input into parking demand analysis and traffic demand analysis 	<ul style="list-style-type: none"> Estimate the time and volume of peak traffic flow during event ingress Consider event type, event start time and duration, and audience accommodation Review incentives for event patrons to arrive early 	

Step 2. Market Area Analysis

FEASIBILITY STUDY CHECKLIST

APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 2. Market Area Analysis				
<input type="checkbox"/>	<ul style="list-style-type: none"> Travel time analysis 	<ul style="list-style-type: none"> Input into traffic demand analysis 	<ul style="list-style-type: none"> Use for events that do not offer advance ticket sales Reference area population distribution Plan for capacity crowd and supplement with a real time traveler information plan 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Distance analysis 	<ul style="list-style-type: none"> Input into traffic demand analysis 	<ul style="list-style-type: none"> Use for events that do not offer advance ticket sales Reference area population distribution Plan for capacity crowd and supplement with a real time traveler information plan 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Origin location analysis 	<ul style="list-style-type: none"> Input into traffic demand analysis 	<ul style="list-style-type: none"> Select most accurate method Use a statistically significant database of event patron travel origins obtained from advance ticket sales or patron surveys Plan for capacity crowd and supplement with a real time traveler information plan 	

Step 3. Parking Demand Analysis

FEASIBILITY STUDY CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 3. Parking Demand Analysis				
<input type="checkbox"/>	<ul style="list-style-type: none"> Review of on-site parking supply 	<ul style="list-style-type: none"> Input into parking occupancy study Input into Site Access and Parking Plan 	<ul style="list-style-type: none"> Account for spaces lost to background traffic, event sponsors, bus staging, limousine and taxi staging, media parking, event employee parking, and event participant parking If parking area(s) is unstriped, then use 150 cars/acre to estimate the number of available spaces Consider as a rule of thumb that 90 to 95 percent lot occupancy represents a full parking area 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Need for off-site (overflow) parking 	<ul style="list-style-type: none"> Input into parking occupancy study Input into Site Access and Parking Plan 	<ul style="list-style-type: none"> Determine if demand will potentially exceed supply Consider walking distance to event venue Parking areas located further from the venue (> 15-minute walk) would require a continuous shuttle service 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Parking occupancy study 	<ul style="list-style-type: none"> Input into traffic demand analysis 	<ul style="list-style-type: none"> Perform an iterative parking demand analysis, over hourly time periods as necessary, if considering parking areas characterized by high background parking turnover 	

Step 4. Traffic Demand Analysis

FEASIBILITY STUDY CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 4. Traffic Demand Analysis				
<input type="checkbox"/>	<ul style="list-style-type: none"> Directional distribution 	<ul style="list-style-type: none"> Input into trip assignment 	<ul style="list-style-type: none"> Consider freeway ramps and intersections, including turning movements, traversed by event-generated traffic arriving to or departing from a planned special event Gauge the attractiveness (accessibility, cost, walking time) associated with drivers choosing certain parking areas 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Assignment of event-generated traffic 	<ul style="list-style-type: none"> Input into roadway capacity analysis 	<ul style="list-style-type: none"> Develop composite background and event-generated traffic projections for all roadway system facilities serving the event venue Consider event-generated automobile traffic, express buses, charter buses, limousines, and other vehicles transporting event patrons, participants, and event employees 	

Step 5. Roadway Capacity Analysis

FEASIBILITY STUDY CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 5. Roadway Capacity Analysis				
<input type="checkbox"/>	<ul style="list-style-type: none"> Screenline capacity analysis 	<ul style="list-style-type: none"> Assess road section capacity deficiency only 	<ul style="list-style-type: none"> Note each roadway segment intercepted by the screen line, and estimate the segment's capacity in each direction of travel Create a chart of hourly composite traffic volumes for each identified segment, and assess capacity deficiencies in both directions of travel 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Section / point capacity analysis 	<ul style="list-style-type: none"> Identify movement capacity constraints Measure operations level of service 	<ul style="list-style-type: none"> Apply Highway Capacity Manual recommended capacity analysis methodologies to discrete locations (e.g., roadway sections, freeway junctions, intersections) in the study area 	

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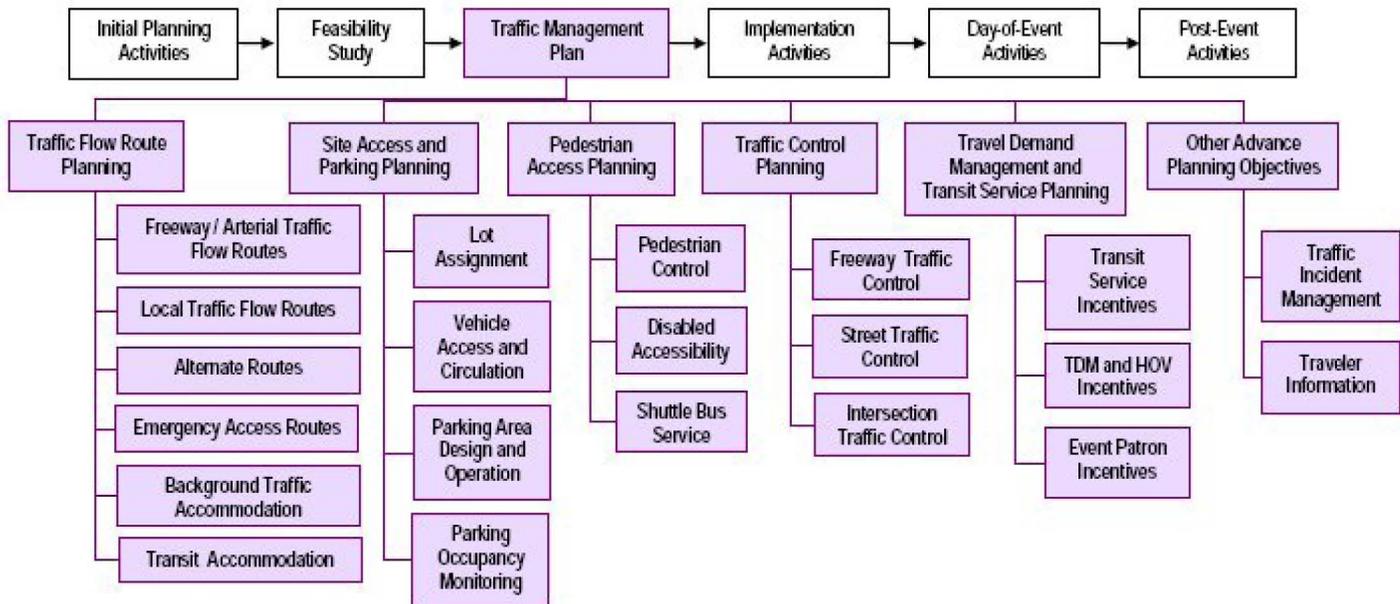
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TRAFFIC MANAGEMENT PLAN CHECKLIST

The traffic management plan checklist indicates traffic, parking, and pedestrian management techniques to mitigate any and all anticipated problems on the day-of-event. The challenge to stakeholders involves not only developing operations strategies and resource applications to mitigate a potential congestion or safety "hot spot," but also ensuring each operations tactic does not defeat the objectives of another. Information related to the steps discussed below can be found in the *Managing Travel for Planned Special Events Handbook*, which can be accessed at http://ops.fhwa.dot.gov/program_areas/sp-evnts-mgmt.htm. A successful traffic management plan: (1) satisfies the customer requirements of all transportation system users and (2) meets the allotted budget for personnel and equipment resources assigned to the day-of-event operation. The figure below summarizes the types of assessments made for each of the six steps in the traffic management plan checklist:



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Step 1. Traffic Flow Route Planning

TRAFFIC MANAGEMENT PLAN				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 1. Traffic Flow Route Planning				
<input type="checkbox"/>	<ul style="list-style-type: none"> Freeway/ arterial traffic flow routes 	<ul style="list-style-type: none"> Determine recommended freeway ramps, by route direction, to/from event venue or specific parking area Determine interchanges / intersections representing a connection to local (street) flow routes Determine freeway or arterial lane assignments for event traffic (e.g., event traffic two right-lanes) Determine modified ramp control tactics (e.g., closures / additional lanes) as necessary 	<ul style="list-style-type: none"> Focus on all freeways and major arterial roadways serving the planned special event venue Focus on ingress and egress operations separately 	
			<ul style="list-style-type: none"> Focus on local streets adjacent to 	

		IDENTIFY AND PRIORITY		
<input type="checkbox"/>	<ul style="list-style-type: none"> Local traffic flow routes 	<ul style="list-style-type: none"> Determine local streets that connect to freeway entrance/exit ramps and/or arterial intersections Determine recommended flow routes to/from general and reserved parking areas (minimum) or individual parking plus pick-up / drop-off areas (recommended) Determine event participant / VIP access routes 	<ul style="list-style-type: none"> Focus on local streets adjacent to the event venue and servicing a particular parking area or pick-up/drop-off point Focus on ingress and egress operations separately Avoid left-turn movements across traffic flow Divert traffic flow routes from critical locations (e.g., other flow routes) that could create congestion Develop multiple local flow routes, connected to one freeway/arterial flow route, as necessary to achieve optimum traffic distribution on the roadway system Assign local flow routes to contingency overflow parking areas identified in the site access and parking plan 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Alternate routes 	<ul style="list-style-type: none"> Identify mainline bottleneck or problem locations Evaluate proposed alternate routes Determine appropriate criteria for plan deployment Achieve participating agency agreement on roles and responsibilities Identify equipment and personnel resources required to deploy an alternate route plan Establish guidelines for plan evaluation and updating 	<ul style="list-style-type: none"> Consider a contingency plan for minimizing the effect of non-recurring congestion, caused by a traffic incident or event-generated traffic demand, on traffic flow Promote travel choice alternatives, such as using other travel modes, as an option to driving alternate routes Ensure diverted traffic encounters an equal or higher level of service on the alternate route compared with that on the mainline 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Emergency access routes 	<ul style="list-style-type: none"> Evaluate necessary street closures within the venue site area to connect to some or all of the following termini: (1) public safety headquarters, (2) local hospital, (3) freeway or arterial serving a regional hospital, and (4) location of staged ambulances and first-aid stations for on-site medical treatment Evaluate need for emergency access lanes along streets closed for event staging to allow unimpeded emergency vehicle access throughout the entire local street network impacted by the event 	<ul style="list-style-type: none"> For large-scale planned special events, emergency access routes may remain closed to all non-emergency vehicles. Traffic control officers staff each intersection along the route and permit side street traffic to cross the route when conditions permit For smaller-scale special events, an emergency access route denotes a local flow route for emergency vehicles that may be utilized by general traffic under non-emergency conditions Typical specifications for an emergency access lane involve delineating a 20 foot wide, paved curb lane within the existing roadbed (e.g., shoulder plus traveled-way) 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Background traffic accommodation 	<ul style="list-style-type: none"> Identify user groups potentially impacted by event ingress/egress traffic: (1) regional through traffic – truckers and other intra-/interstate travelers, (2) local through traffic – commuters and area residents, and (3) neighborhood residents and businesses Review applicable passive (e.g., traveler information dissemination only) and aggressive (e.g., physical traffic control) operations strategies 	<ul style="list-style-type: none"> Operations strategies for accommodating background traffic include: (1) freeway-to-freeway diversion beginning a significant distance upstream of an event venue, (2) arterial-to-arterial diversion, which also minimizes cruising in the area, (3) parking restrictions, (4) traffic control points, and (5) signing and alternate routes 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Transit accommodation 	<ul style="list-style-type: none"> Evaluate operations strategies for accommodating scheduled and 	<ul style="list-style-type: none"> Bus accommodation tactics include: (1) exclusive bus route, (2) exclusive / priority bus lane, and (3) on-demand communication between 	

<input type="checkbox"/>	<ul style="list-style-type: none"> Transit accommodation 	<ul style="list-style-type: none"> Evaluate operations strategies for accommodating scheduled and event-generated bus service 	/ priority bus lane, and (3) on-demand communication between bus driver and event command center.	
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Step 2. Site Access and Parking Planning

TRAFFIC MANAGEMENT PLAN				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 2. Site Access and Parking Planning (separate plans for ingress and egress)				
<input type="checkbox"/>	<ul style="list-style-type: none"> Lot assignment 	<ul style="list-style-type: none"> Efficiently distribute the flow of traffic Minimize the superimposition of traffic flow on a single access road section Separate pedestrian, automobile, and bus/taxi/limo traffic Accommodate group needs 	<ul style="list-style-type: none"> Factors influencing lot assignment include: <ul style="list-style-type: none"> On-site parking location Off-site parking location Disabled parking Reserved (VIP/permit) parking Participant parking Valet parking Media parking Employee parking Bus parking Recreational vehicle parking Taxi/limo staging Emergency Vehicle staging 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Vehicle access and circulation 	<ul style="list-style-type: none"> Identify operations strategies that prevent potential congestion on parking area access roads and allow for good circulation on roadways surrounding the event site Evaluate: (1) parking area ingress, (2) pick-ups and drop-offs, and (3) parking area egress 	<ul style="list-style-type: none"> Parking area ingress tactics: <ul style="list-style-type: none"> Right turn circulation pattern Contraflow operation Shoulder utilization Lane channelization Parking area overflow access points Pick-up and drop-off tactics: <ul style="list-style-type: none"> Use of off-street areas Designation of pick-up/drop-off areas to avoid conflict with primary traffic ingress/egress routes Storage area Parking area egress tactics: <ul style="list-style-type: none"> Right turn circulation pattern Preservation of adjacent street flow Provision of rapid parking area unloading 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Parking area design and operation 	<ul style="list-style-type: none"> Evaluate operations strategies for processing vehicles at parking area access points Minimize pedestrian / vehicular conflicts inside parking areas. Survey the parking area(s) and mitigate any features (e.g., ditches, sand, and humps) that may unnecessarily slow vehicles traversing a parking area 	<ul style="list-style-type: none"> Vehicle processing tactics: <ul style="list-style-type: none"> Manual transaction Permit display Automated transaction Manual transaction refers to cash transactions made between a driver and human server, and vehicle service times may average as high as 12 seconds Access points to a permit-only parking area operate like a free parking area, and vehicle headways average approx. 4 seconds An automated transaction involves deployment of an electronic fee collection system 	
			<ul style="list-style-type: none"> Two methods for making a "lot full" decision in the field include: (1) vehicle count at parking area access points and (2) visual observation 	

<input type="checkbox"/>	<ul style="list-style-type: none"> • Parking occupancy monitoring 	<ul style="list-style-type: none"> • Develop a detail for monitoring parking area(s) occupancy levels for the ingress period so that the traffic management team can make a "lot full" decision at a time when all vehicles between the parking area access point and traveler information devices directing motorists to the parking area (i.e., the pipeline) can still park at the subject lot(s) • Determine pipeline capacity by dividing the defined pipeline length (account for multiple travel lanes) by the average spacing of <i>moving</i> vehicles (typically 30-40 feet) 	<p>decision in the field include: (1) vehicle count at parking area access points and (2) visual inspection</p> <ul style="list-style-type: none"> • The vehicle count method involves conducting a manual or machine count at the downstream pipeline end beginning at the start of parking area load-in to determine the number of vehicles that have entered the parking lot. The following equation defines a "lot full" decision: (Capacity of parking area) - (Vehicle count) - (Pipeline capacity) = 0 (Lot full) • The visual inspection method involves the traffic management team or parking operators making a "lot full" decision based on comparing a visual estimate of available parking spaces to the pipeline capacity
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Step 3. Pedestrian Access Planning

TRAFFIC MANAGEMENT PLAN				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 3. Pedestrian Access Planning				
<input type="checkbox"/>	<ul style="list-style-type: none"> • Pedestrian control 	<ul style="list-style-type: none"> • Evaluate <i>routing</i> (sidewalks or paths between street intersections) and <i>crossing</i> (infrastructure or other vehicle control measure that allows pedestrians to cross a street safely) components of pedestrian access routes 	<ul style="list-style-type: none"> • Key considerations for pedestrian routing include (1) avoid intersection of pedestrian walkways and parking area access points, (2) prevent vehicular/pedestrian conflicts in parking areas, (3) locate temporary transit stations a sufficient distance away from the event venue to prevent overcrowding during event egress, and (4) increase pedestrian walkway width as necessary to obtain addition capacity – remove sidewalk obstructions and/or close the adjacent street curb lane or street segment (5) locate portable toilets in a location that does not require pedestrians to cross traffic • Tactics for improving the safety and capacity of high-volume pedestrian street crossings include pedestrian bridge, street closure, mid-block street crossing, and staffed crossings 	
<input type="checkbox"/>	<ul style="list-style-type: none"> • Disabled accessibility 	<ul style="list-style-type: none"> • Examine all routes that a disabled event patron may traverse, and ensure the patron has an unimpeded path from vehicle to venue gate • Consider the following in designing/ reviewing accessible pedestrian routes: (1) maintain a minimum path width, (2) include curb cuts and temporary ramps for negotiating grade separations, and (3) conform to local Americans with Disabilities Act regulations 	<ul style="list-style-type: none"> • Temporary venues or locations of street use events may not have permanently designated accessible parking and pick-up/drop-off areas that provide disabled event patrons with unobstructed access to event venue gates • Consider signing and staffing one parking area, nearest to venue gates or prime event viewing areas, for disabled parking 	
		<ul style="list-style-type: none"> • Determine the required number of buses to meet expected ridership levels in addition to the minimum 		

<input type="checkbox"/>	<ul style="list-style-type: none"> Shuttle bus service 	<p>buses to meet expected ridership levels in addition to the minimum service headway during event ingress and egress</p> <ul style="list-style-type: none"> Design a shuttle bus pick-up / drop-off area and operations to facilitate the rapid loading and unloading of shuttle passengers without impacting adjacent traffic operations and pedestrian movement Develop operations contingency plans such as: (1) alternate shuttle routes in the event of a traffic incident occurrence, (2) operations and route detail for any parking areas denoted as an alternate (e.g., for overflow or weather reasons) to the primary lot served by the service, and (3) temporary service locations for bus maintenance and fueling 	<ul style="list-style-type: none"> Common shuttle service to/from a planned special event venue include: (1) satellite parking area service, (2) transit station service, and (3) employee parking area service Shuttle bus stations should: (1) facilitate easy shuttle bus access, (2) provide a defined passenger waiting area, (3) promote an orderly queue formation, and (4) shield waiting passengers from adjacent vehicular and pedestrian traffic
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Step 4. Traffic Control Planning

TRAFFIC MANAGEMENT PLAN				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 4. Traffic Control Planning (separate plans for ingress and egress)				
<input type="checkbox"/>	<ul style="list-style-type: none"> Freeway traffic control 	<ul style="list-style-type: none"> Develop tactics that minimize freeway mainline congestion as traffic flow breakdowns can occur on ramps, at weaving areas, or at ramp junctions Examine value of disseminating en-route traveler information to freeway users Develop freeway interchange operations tactics to maximize ramp capacity and prevent freeway mainline congestion 	<ul style="list-style-type: none"> Considerations for disseminating traveler information to freeway users include: (1) traffic control message for lane management, (2) freeway destination message - engage motorists long before arrival at venue, (3) target destination / parking info message, and (4) advance congestion warning message Interchange operations tactics for planned special events include: (1) ramp closures and/or elimination of weaving area, (2) ramp metering and/or rolling road blocks, (3) late diverge prohibition, and (4) additional exit ramp lanes Plans vary for ingress and egress 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Street traffic control 	<ul style="list-style-type: none"> Develop traffic control strategies aimed at increasing the throughput of local flow routes serving an event venue Prepare traffic control plan to provide route guidance for event ingress and egress traffic 	<ul style="list-style-type: none"> Tactics that serve a predominant high-volume, directional traffic flow during event ingress and egress include a combination of: (1) on-street parking restrictions, (2) vehicle travel on road shoulders, and (3) reversible lane operation, and (4) contraflow operation Infrastructure for supporting route guidance and traffic monitoring activities include: (1) temporary trailblazers for venue parking areas and freeways, and (2) temporary static signs designed to MUTCD standards Traffic Control plans show location and number of all (1) temporary signs, (2) cones and barricades for lane guidance, (3) location of and message sets for portable message signs, and (4) intersections controlled by traffic officers Means to turn off traffic control signals must be provided to posts 	

<input type="checkbox"/>	<ul style="list-style-type: none"> Intersection traffic control 	<ul style="list-style-type: none"> Increase intersection traffic handling capacity by simplifying traffic movements and minimizing the number of traffic signal phases Use temporary, advance signing for permitted movements that deviate from daily operations Instruct traffic control officers to use positive traffic control to minimize headway between vehicles and vehicle stops Develop event traffic signal timing plans for a range of contingency scenarios that prioritize either major street or minor street traffic movements 	<ul style="list-style-type: none"> Means to turn off traffic control signals must be provided to posts Use of lane channelization (i.e., setting up physical barriers with cones or other materials to create lanes that force traffic to flow in a pre-set direction) limits competing intersection traffic flow and facilitates continuous traffic flow into a parking area access road or other road segment Planned road closures, such as closing a venue ingress route to facilitate event traffic egress through an intersection, also reduce the number of competing intersection traffic flow movements Methods to increase time for a specific movement include: (1) selecting a longer cycle to increase the normal favored phase, (2) implementing a custom timing plan favoring a minor street phase – serving venue and parking access road, (3) deploying a contingency “flush” plan to facilitate corridor flow, (4) increasing time for a movement through manual control by a traffic signal system operator Intersection traffic control changes from event ingress to egress operations 	
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Step 5. Travel Demand Management and Transit Service Planning

TRAFFIC MANAGEMENT PLAN				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 5. Travel Demand Management and Transit Service Planning				
<input type="checkbox"/>	<ul style="list-style-type: none"> Transit service incentives 	<ul style="list-style-type: none"> Fulfill the following planning objectives: (1) maximize use of available transit capacity, (2) increase ridership during an event (effect shift in modal split), (3) support travel demand management goals, (4) serve public interest, and (5) ensure operations cost-effectiveness Consider any combination of public service expansion, express bus service, and charter service Market incentives to: (1) inform the public of the availability of public transit service to/from a planned special event and (2) convince the public to use the service 	<ul style="list-style-type: none"> Public service expansion techniques include: (1) existing service with additional vehicle hours, (2) modifying existing service by creating a route deviation with a stop near the event venue, and (3) implementation of an express bus service An express bus service represents a direct service between a park and ride facility or other vacant parking area and event venue, and it must provide a higher level of service to event patrons compared to the drive-alone option A charter service represents a contract service providing transportation directly to the event venue from outlying areas / transit stations, and users may purchase tickets in advance and in conjunction with the event ticket 	
<input type="checkbox"/>	<ul style="list-style-type: none"> TDM and HOV incentives 	<ul style="list-style-type: none"> Develop incentives to save travelers time and/or money Effect reduction in overall event-generated and peak traffic volume by providing convenient alternatives to driving an automobile to the event site and encouraging the use of these alternate travel modes 	<ul style="list-style-type: none"> HOV incentives include: (1) extend HOV (freeway/ramp) lane restrictions through times of event ingress and egress, (2) reduce parking fees and/or priority parking for vehicles with multiple occupants, and (3) provide free advertising for private lots to balance discounts given for HOV parking Local TDM incentives include: (1) 	

<input type="checkbox"/>	<ul style="list-style-type: none"> TDM and HOV incentives 	<ul style="list-style-type: none"> Limiting an automobile to one vehicle site and encouraging the use of these alternate travel modes Influence travel patterns of non-attendee road users by encouraging a trip time shift or a change in travel mode. Encourage the use of bicycles in traveling to/from the event 	<p>parking</p> <ul style="list-style-type: none"> Local TDM incentives include: (1) divert background traffic around impacted area, (2) discourage travel in vicinity of venue during ingress / egress periods, (3) encourage trucking companies to shift travel routes and delivery schedules on day-of-event Bicyclists will require safe riding paths and secure parking areas 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Event patron incentives 	<ul style="list-style-type: none"> Develop strategies that encourage sports/concert spectators to arrive early before an event and/or stay late after an event in order to reduce levels of peak ingress/egress traffic 	<ul style="list-style-type: none"> Example arrival strategies include tailgating and pre-event contests Example departure strategies include a post-event fireworks/concert and business promotions 	

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Step 6. Other Advance Planning Objectives

TRAFFIC MANAGEMENT PLAN				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 6. Other Advance Planning Objectives				
<input type="checkbox"/>	<ul style="list-style-type: none"> Traffic incident management 	<ul style="list-style-type: none"> Evaluate crash prevention tactics to improve driver awareness of surroundings and driver behavior Utilize or increase service patrols Develop traffic incident quick clearance initiatives to support traffic ingress and egress operations 	<ul style="list-style-type: none"> Crash prevention tactics include: (1) portable lighting, (2) congestion warning sign, (3) public information safety campaign, and (4) enforcement of illegal and dangerous traffic maneuvers Service patrols may support on-scene incident management and clearance, traffic management plan deployment, and traffic conditions monitoring An example quick clearance initiative includes staging tow trucks on key ingress/egress routes for rapid clearance of disabled and illegally parked or abandoned vehicles 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Traveler information 	<ul style="list-style-type: none"> Develop strategies to disseminate information to event patrons and other road users regarding route planning, available travel modes, and time of day to travel Present information in a manner that helps event patrons better gauge the utility associated with available travel choices Develop changeable message sign plan Develop information dissemination plan to be implemented on Day of Event 	<ul style="list-style-type: none"> Traveler information dissemination methods include: (1) Internet, (2) telephone information systems including 511, (3) public information campaign, (4) event and venue transportation guide, (5) kiosks, (6) television, (7) newspapers, (8) changeable message signs, (9) highway advisory radio, and (10) access and parking information with ticket sales Identify location of and messages on changeable message signs Identify contact persons, responsibilities and information flow procedure for Day-of-the Event 	

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[Back to Feasibility Study Checklist](#) | [On to Implementation Activities Checklist](#)



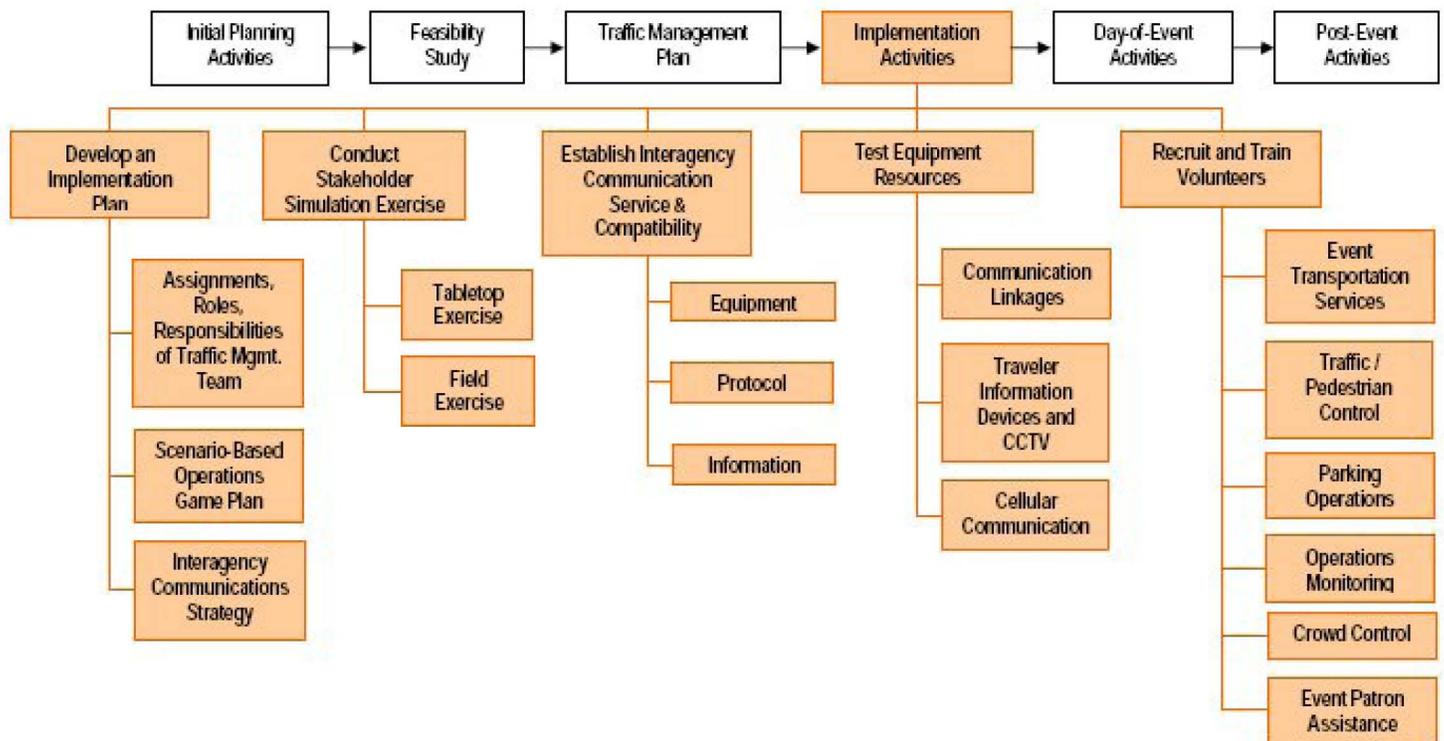
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IMPLEMENTATION ACTIVITIES CHECKLIST

The checklist on implementation activities presents steps aimed at strategizing traffic management plan deployment and conducting necessary testing and training activities. A transition phase between planning and operations, implementation activities improve the efficiency of traffic management plan deployment and increase traffic management team preparedness. The figure below summarizes the types of assessments made for each of the five steps in the implementation activities checklist:



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Step 1. Develop an Implementation Plan

IMPLEMENTATION ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 1. Develop an Implementation Plan				
	<ul style="list-style-type: none"> Assignments, roles, and 	<ul style="list-style-type: none"> Indicate traffic management team organization and agency functional responsibilities 	<ul style="list-style-type: none"> Agency duties, responsibilities and jurisdiction Identification of highest-ranking agency representative on the day-of-event in addition to mid-level managers Chain of command Agencies staffing command post CP equipment delivery/set-up times Command post access procedures CP parking / helicopter landing areas Agency personnel report date and time Schedule and route of roving service 	

<input type="checkbox"/>	<ul style="list-style-type: none"> • Assignments, roles, and responsibilities of traffic management team personnel 	<p>team organization and agency functional responsibilities</p> <ul style="list-style-type: none"> • Specify command post (CP) operation • Detail location- and time-specific tasks for traffic management team supervisors and field personnel 	<ul style="list-style-type: none"> • Agency personnel report date and time • Schedule and route of roving service patrols • Protocol and personnel assignments for maintaining unobstructed emergency access routes • Task instructions including traffic and pedestrian flow restrictions and permitted movements • Location and time (close/reopen) of planned full/partial road closures • Provision of step-by-step directions • Explanation, supplemented with graphics, of special event parking area permits and event passes 	
<input type="checkbox"/>	<ul style="list-style-type: none"> • Scenario-based, operations game plan at the management-level 	<ul style="list-style-type: none"> • Develop operations timeline • Detail operations management approach • Specify equipment and infrastructure deployment plan and management details 	<ul style="list-style-type: none"> • Command post location and hours • Personnel shifts by task/function • Time when egress plan goes into effect • Parking area and gate open/close times • Location/time of road closures/openings • Event schedule • Times of sunrise and sunset • Scenario-based criteria for implementing traffic management plan components • Operations details for sequential time segments on the day-of-event • Contingency plans and associated changes in resource deployments • Procedure for revising the traffic management plan on the day-of-event • Protocol for terminating traffic and parking management detail • Pre-event equipment check • Equipment locations and quantities • Equipment delivery, installation, and removal schedule • Schedule and location (zone) of equipment maintenance crews • Equipment operating instructions • Temporary static sign locations/content • Planned traveler information message sets • Identification of personnel responsible for monitoring and programming traveler information devices • Protocol for implementing different traffic signal timing plans as-needed • Protocol and personnel charged with monitoring traffic surveillance equipment • Available maintenance personnel and equipment resources 	
<input type="checkbox"/>	<ul style="list-style-type: none"> • Interagency communications strategy 	<ul style="list-style-type: none"> • Specify agency and inter-agency contact information • Establish communications protocol 	<ul style="list-style-type: none"> • Contact information for individual traffic management team members and agencies involved in contingency plan deployment • Radio call-signs of traffic management team personnel • Guidelines and restrictions regarding use of various radio channels or talk groups 	

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Step 2. Conduct a Stakeholder Simulation Exercise(s)

IMPLEMENTATION ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 2. Conduct a Stakeholder Simulation Exercise(s)				
<input type="checkbox"/>	<ul style="list-style-type: none"> Tabletop exercise 	<ul style="list-style-type: none"> Identify the stakeholders who will participate in the exercise Develop a script for the exercise Provide a timeline for the exercise to play-out Identify reviewers who will watch the exercise and take notes 	<ul style="list-style-type: none"> Test written assumptions in the traffic management plan Examine how agencies react to different scenarios Test interagency communications Simulate command post operations Evaluate security concerns and other potential risks Review deployment of personnel and equipment Discuss information gathering and dissemination Identify what must be changed and how the traffic management plan can be improved 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Exercise staged in the field 	<ul style="list-style-type: none"> Provide time to review the exercise Modify the traffic management plan based on what was learned during the exercise 		

Step 3. Establish Interagency Communication Service and Compatibility

IMPLEMENTATION ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 3. Establish Interagency Communication Service and Compatibility				
<input type="checkbox"/>	<ul style="list-style-type: none"> Equipment 	<ul style="list-style-type: none"> Evaluate use of radio channels/frequencies, trunked radio systems, and/or cellular phones 	<ul style="list-style-type: none"> Cellular phones with a push-to-talk feature to provide a common channel during an event One or more special talk channels may be established for use during the planned special event to allow only traffic management team personnel to be on the air 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Protocol 	<ul style="list-style-type: none"> Determine how agencies and specific traffic management team personnel will communicate with each other in the field and what channels will be used 		
<input type="checkbox"/>	<ul style="list-style-type: none"> Information 	<ul style="list-style-type: none"> Consider what information should be shared by traffic management team personnel and the method for information exchange 	<ul style="list-style-type: none"> Information not shared with others who are affected could lead to difficulties managing traffic and cause mistrust among participating stakeholders Use of clear language protocols (commonly understood words and phrases instead of codes) on multi-agency frequencies 	

Step 4. Test Equipment Resources

IMPLEMENTATION ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 4. Test Equipment Resources				
<input type="checkbox"/>	<ul style="list-style-type: none"> Communication linkages 	<ul style="list-style-type: none"> Evaluate linkages between venue site, transportation management center, and command post, as applicable Test all wire communications and radio frequencies expected to be used Test backup communication channels 	<ul style="list-style-type: none"> Center to center communications Center to field communications Consider testing for problems as far in advance of the event as possible so that alternatives can be identified and developed 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Traveler information devices and closed-circuit television cameras 	<ul style="list-style-type: none"> Test function and remote communications Evaluate contingencies such as manual operation 	<ul style="list-style-type: none"> Changeable message signs Highway advisory radio 511 (if available in your region) Fixed and portable devices, particularly those borrowed from another agency Test for equipment functioning just prior to event 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Cellular communications 	<ul style="list-style-type: none"> Evaluate capacity and demand of cellular service in the vicinity of the event venue on the day-of-event 	<ul style="list-style-type: none"> Lack of or interrupted cellular service on the day-of-event may not only affect communications but also ability to communicate remotely with roadside devices Cellular phone systems may overload during an event that draws a large number of people, especially if a problem occurs during the event, which causes many event patrons to use their mobile phones Communications in rural areas may be hindered by weak or nonexistent signals 	

Step 5. Recruit and Train Volunteers

IMPLEMENTATION ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 5. Recruit and Train Volunteers				
<input type="checkbox"/>	<ul style="list-style-type: none"> Event transportation services 	<ul style="list-style-type: none"> Evaluate the number of volunteers needed by task Determine criteria for recruiting and organizing volunteers Establish rewards for volunteer service Develop method of training volunteers 	<ul style="list-style-type: none"> Maintain good span of control (3 to 7 persons reporting to one supervisor) in supervising a group of volunteers Various perks can improve and speed-up the volunteer recruiting process Recruit additional volunteers for certain low-interest assignments Training should ensure volunteers understand assignments, disseminate accurate information, and understand team operations protocol 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Traffic / pedestrian control 			
<input type="checkbox"/>	<ul style="list-style-type: none"> Parking operations 			
<input type="checkbox"/>	<ul style="list-style-type: none"> Operations monitoring 			
<input type="checkbox"/>	<ul style="list-style-type: none"> Crowd control 			
<input type="checkbox"/>	<ul style="list-style-type: none"> Event patron assistance 			

[Back to Traffic Management Plan Checklist](#) | [On to Day-of-Event Checklist](#)



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Administration

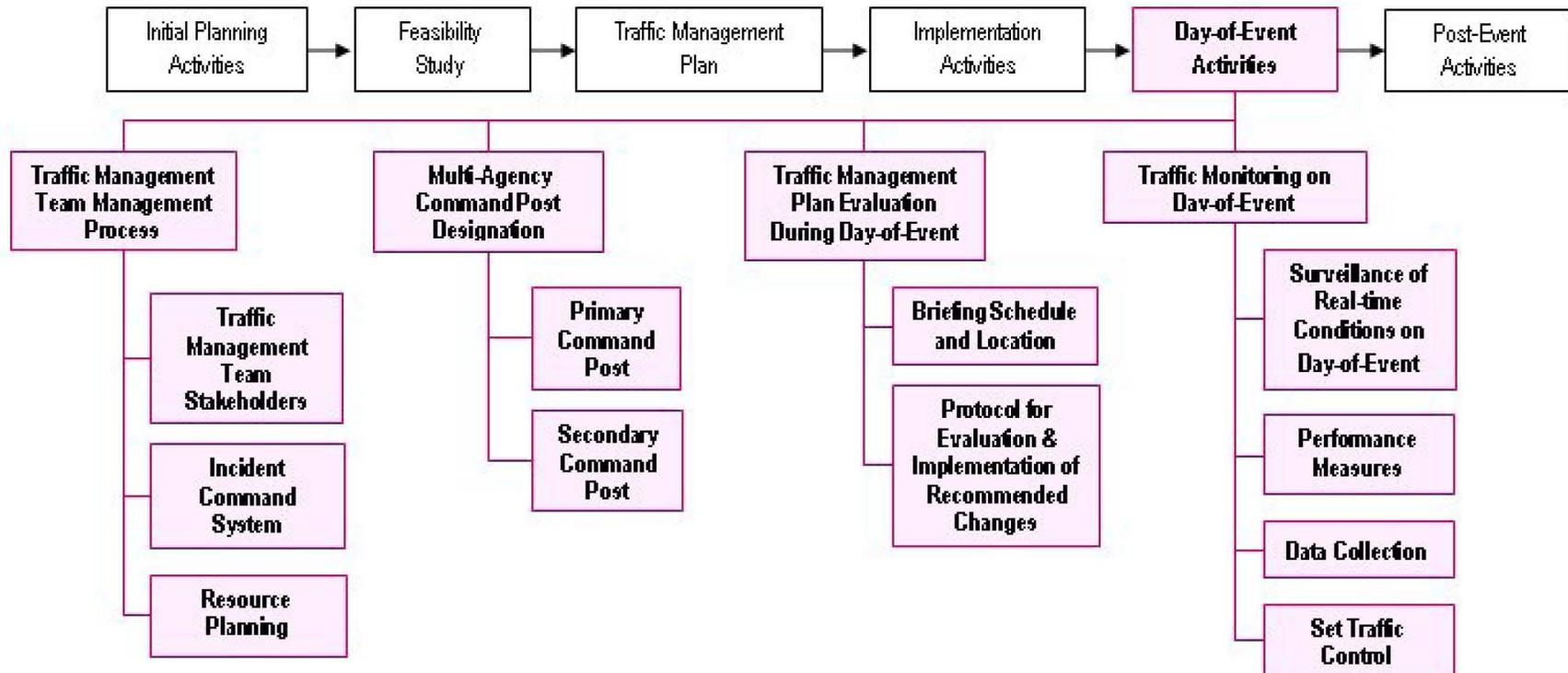
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DAY-OF-EVENT ACTIVITIES CHECKLIST

The checklist on day-of-event activities presents steps summarizing activities facilitating the actual implementation and operation of the traffic management plan, in addition to real-time conditions monitoring, before, during, and after the event. These activities support real-time traffic management and control decisions during the day-of-event and provide key performance evaluation data for future planning. Information related to the steps discussed below can be found in the *Managing Travel for Planned Special Events Handbook*, which can be accessed at http://ops.fhwa.dot.gov/program_areas/sp-evnts-mgmt.htm. The figure below summarizes the types of assessments made for each of the four steps in the day-of-event activities checklist:



Step 1. Traffic Management Team Management Process

DAY-OF-EVENT ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 1. Traffic Management Team Management Process				
<input type="checkbox"/>	<ul style="list-style-type: none"> Traffic management team stakeholders 	<ul style="list-style-type: none"> Identify stakeholders responsible for managing travel on the day-of-event Identify agency operations managers and field personnel comprising interagency traffic management team 	<ul style="list-style-type: none"> The traffic management team includes not only many of those stakeholders that have been involved during the event operations planning phase, but all those who may be involved for the first time on the day of the event. This includes other event support stakeholders (e.g., traffic control contractors), other stakeholder representatives (e.g., emergency management agency), and volunteer personnel 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Incident Command System (ICS) 	<ul style="list-style-type: none"> Adopt a formal management process to establish agency functional responsibilities, implement a chain-of-command, and clarify decision-making so to ensure successful traffic management plan deployment Apply Unified Command – an ICS management process – to create an integrated traffic management team consisting of involved multi-disciplinary and multi-jurisdictional stakeholders Designate agency representatives in Unified Command, i.e., representing all involved agencies with jurisdictional or functional authority and charged with making consensus decisions under Unified Command 	<ul style="list-style-type: none"> Two approaches for managing a large venue site area characteristic of major planned special events include dividing the site into distinct geographic areas and either (1) assigning a different agency(s) with the same functional authority(s) to each of the areas, and establishing a Unified Command structure consisting of a representative from each involved agency or (2) establishing a Unified Command structure for each defined area for the purpose of implementing tactical operations applicable to that area, provided a Unified Area Command exists for managing the overall planned special event objectives and strategies 	
			<ul style="list-style-type: none"> Personnel scheduling considerations include: (1) what type and quantity of skilled personnel are needed, (2) where should personnel be deployed, and (3) what responsibilities will individual 	

□	<ul style="list-style-type: none"> Resource planning 	<ul style="list-style-type: none"> Determine the scope and amount of resources required on the day-of-event. Evaluate needed personnel resources and scheduling Identify resources in advance in case the traffic management team needs more resources than planned to implement the traffic management plan 	<ul style="list-style-type: none"> personnel have? Resources need to be available during the periods of event ingress, the event itself, and event egress Most day-of-event field personnel will work in areas different from their normal, day-to-day work location Depending on the length of the event, a second shift may have to report to handle egress Consider how quickly staff and other resources can be deployed incase the event ends sooner than expected, thus causing early departures 	
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Step 2. Multi-agency Command Post Designation

DAY-OF-EVENT ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 2. Multi-agency Command Post Designation				
<input type="checkbox"/>	<ul style="list-style-type: none"> Primary command post 	<ul style="list-style-type: none"> Establish multi-agency command post Determine command post location: on-site versus off-site 	<ul style="list-style-type: none"> A permanent transportation management center (TMC) may serve as the primary command post as many of the communications resources and other needed tools are already in place at the TMC Determine command post location: on-site versus off-site Advantages of a single command post include: (1) key agencies are represented in a single location and (2) communications among agencies are simplified 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Secondary command posts 	<ul style="list-style-type: none"> Establish agency-specific or function-specific command posts Determine location of command post(s) 	<ul style="list-style-type: none"> Mobile command posts represent secondary, agency-specific command posts and are common for larger events for more effective management of field operations and better span-of-control Agencies operating a secondary command post still staff a ranking representative at the interagency (primary) command post An advantage of secondary command posts is that event management can be more easily switched if a problem develops at the primary command post 	

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Step 3. Traffic Management Plan Evaluation During Day-of-Event

DAY-OF-EVENT ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 3. Traffic Management Plan Evaluation during Day-of-Event				
<input type="checkbox"/>	<ul style="list-style-type: none"> Briefing schedule and location 	<ul style="list-style-type: none"> Develop briefing schedule as necessary based on traffic management team composition and characteristics of event 	<ul style="list-style-type: none"> Scheduled briefing meetings may not be required for small-scale events involving few agencies Briefing meetings may take place at regular intervals during expected lulls in activity during the event day, at the end of each event day for a multi-day event, and/or at the end of a shift change in the command center 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Protocol for evaluation and implementation of recommended changes 	<ul style="list-style-type: none"> Identify ranking representative of each stakeholder agency participating in briefings Prepare day-of-event briefing agenda Ensure consensus on recommended changes 	<ul style="list-style-type: none"> Typical agenda items comprising an interagency briefing on real-time conditions and day-of-event activities include: situation status, objectives and priorities, current organization and resource assignments, communications, concerns and related issues, and recommended changes Consensus is required to ensure everyone affected is aware of a traffic management plan change and any concerns with the proposed changes are addressed and overcome 	

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Step 4. Traffic Monitoring on Day-of-Event

DAY-OF-EVENT ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 4. Traffic Monitoring on Day-of-Event				
<input type="checkbox"/>	<ul style="list-style-type: none"> Surveillance of real-time conditions on day-of-event 	<ul style="list-style-type: none"> Determine use(s) of surveillance information Identify surveillance methods Activate traffic surveillance plan 	<ul style="list-style-type: none"> Surveillance information may be used to: (1) measure traffic and environmental conditions in real-time, (2) make control decisions, (3) disseminate traveler information, and (4) monitor and evaluate system and plan performance Surveillance methods include automated techniques (closed-circuit television) or manual methods (field personnel) 	

			<ul style="list-style-type: none"> manual methods (from personnel observation and reporting) Overhead helicopter surveillance 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Performance measures 	<ul style="list-style-type: none"> Establish applications for performance measures Determine statistics or measures that can be obtained from traffic monitoring 	<ul style="list-style-type: none"> Apply performance measures to: (1) identify locations or corridors with poor performance, (2) identify potential causes and associated remedies, (3) identify specific areas that require improvements / enhancements for future events, (4) provide information to decision-makers and the public, and (5) provide input to post-event evaluation Example transportation system performance measures include congestion delay, travel time, travel speed, change in travel mode, and change in transit ridership 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Data collection 	<ul style="list-style-type: none"> Determine methods for collecting data used to compute performance measures Assess need and method for archiving collected data Activate data collection 	<ul style="list-style-type: none"> Data collection methods include: (1) road sensors for measuring traffic flow parameters, (2) vehicle probes for collecting data on travel times and origin-destination information, (3) CCTV systems for viewing real time video images of the roadway, (4) traffic signal and system detectors to measure congestion on streets, (5) manual methods for collecting traffic (volume/speed) and parking (demand/occupancy) data Stakeholders can archive raw data for use in future event feasibility studies and evaluation reports Exercise great care in collecting performance evaluation data in order to ensure data quality and consistency Maintain counters Monitor travel times and intersection operations 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Set Traffic Control 	<ul style="list-style-type: none"> Implement traffic control per traffic control plans for ingress Change traffic control to normal Change traffic control fro egress 	<ul style="list-style-type: none"> Set temporary signs, barricades, cones and other traffic control devices Monitor traffic flow and amend on site as necessary Maintain traffic control devices – knockdowns and blow over. 	

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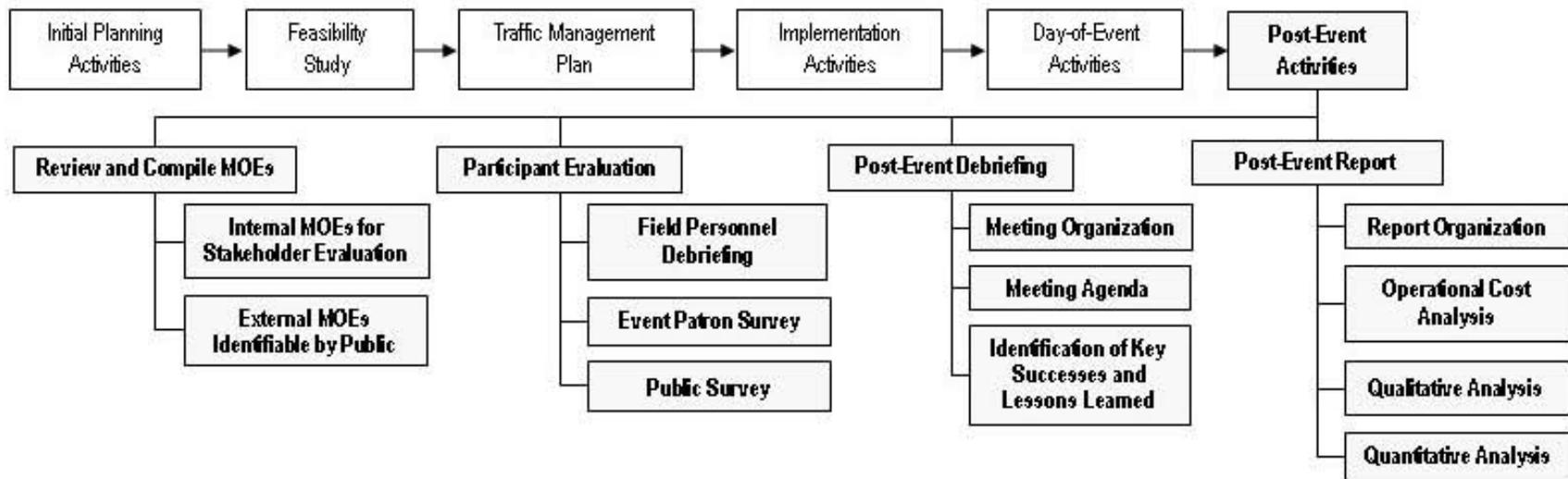
United States Department of Transportation - Federal Highway Administration

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POST-EVENT ACTIVITIES CHECKLIST

The checklist on post-event activities presents steps pertaining to the evaluation of local and regional operations based on stakeholder debriefings and an analysis of traffic data collected on the day-of-event. The outcome of each and every activity represents the first step in planning for future, successive events and can contribute toward proactively improving travel management for all planned special events in a region. Information related to the steps discussed below can be found in the *Managing Travel for Planned Special Events Handbook*, which can be accessed at http://ops.fhwa.dot.gov/program_areas/sp-evnts-mgmt.htm.

This checklist calls for the user to compile comments, develop surveys, identify successes and failures, etc. All of these activities require creating forms, documentation the event activities, and analysis of the information that was gathered. Although the event is over, much needs to be done to capture what happened to ensure that the next event will build on what was learned. A post-event report, often called an after action report, or AAR, is a particularly valuable document that results from this checklist. An AAR is a report that follows a structured review process that allows participants to understand for themselves what happened, why it happened, and how it can be done better. An AAR is about learning, not finger pointing or even fixing a problem. The AAR should be conducted with a focus on improving the delivery of services for the next planned event, and should be done in conjunction with your partners. (It is very likely that the DOT will not be the agency in charge in writing the complete report for the event but will write up the transportation portion of the report.) The figure below summarizes the types of assessments made for each of the four steps in the post-event activities checklist:



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Step 1. Review and Compile Measures of Effectiveness

POST-EVENT ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 1. Review and Compile Measures of Effectiveness				
<input type="checkbox"/>	<ul style="list-style-type: none"> Internal MOEs for stakeholder evaluation 	<ul style="list-style-type: none"> Determine data requirements, collection methods, and specific measures in event operations planning phase in order to collect data and log activities on the day(s)-of-event Select performance measures beneficial to stakeholders in helping them evaluate traffic management team activity Consider measures that assess the quality of activity and not just quantity 	<p>Example internal MOEs include:</p> <ul style="list-style-type: none"> Time required to deploy and remove strategies No. of road/lane closures and time/duration Traveler information device day-of-event message log No. of traffic signal timing changes No. and type of service patrol assists No. of messages transmitted between personnel 	
<input type="checkbox"/>	<ul style="list-style-type: none"> External MOEs identifiable by public 	<ul style="list-style-type: none"> Determine data requirements, collection methods, and specific measures in event operations planning phase in order to collect data and log activities on the day(s)-of-event Select performance measures clearly experienced by most spectators attending a special event and are factors most likely to be noted by the public Consider measures that serve as key inputs into planning for the next event occurrence 	<p>Example external MOEs include:</p> <ul style="list-style-type: none"> Volume of traffic on facilities serving event Travel time and delay on highways and streets Average vehicle occupancy and modal split Parking occupancy and arrival/departure times No. of traffic incidents and clearance times 	

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Step 2. Participant Evaluation

POST-EVENT ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 2. Participant Evaluation				
			<ul style="list-style-type: none"> Interview questions may be developed and communicated to field personnel prior to the day-of-event in order to make field personnel aware of 	

<input type="checkbox"/>	<ul style="list-style-type: none"> Field personnel debriefing 	<ul style="list-style-type: none"> Interview traffic management team personnel (supervisors and personnel) on their observation of operations and implementation of their assignment Obtain log and chronology of traffic management team activities Compile field personnel observations 	<p>requested observations of specific facilities or locations on the day-of-event</p> <ul style="list-style-type: none"> Observations may include times of heavy traffic flow, how location operated, and recommendations for improvement Log and chronology of traffic management team activities refers to how and when components of the traffic management plan were implemented and what changes, if any, were made to the traffic management plan based on day-of-event conditions 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Event patron survey 	<ul style="list-style-type: none"> Assess survey value and application of results toward event evaluation and improving future practice Determine interview question topics Evaluate survey design and execution Develop incentives for event patrons to participate 	<ul style="list-style-type: none"> Example uses of survey results include: (1) future travel forecast data – trip characteristics, (2) qualitative observation of day-of-event travel conditions – travel experience, and (3) development of travel demand management initiatives for future events Types of patron surveys include comment cards that event patrons can fill-out, surveyors who question attendees, and solicited/unsolicited e-mail comments Incentives include a prize drawing for those patrons that complete a survey 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Public Survey 	<ul style="list-style-type: none"> Assess survey value and application of results toward event evaluation and improving future practice Identify survey target audience Determine interview question topics Evaluate survey design and execution 	<ul style="list-style-type: none"> Stakeholders may conduct a public survey: (1) after the first of a series of recurring special events (e.g., sports season), (2) after receiving negative feedback through community interest stakeholders, or (3) after a specified period of time (e.g., annually or every few years) for all events held at a particular permanent venue Public surveys target affected residents and businesses who may have been impacted by the planned special event even though they did not attend or have any direct association with the event Key impact areas include access, parking, and traffic/transit operations 	

			<p>parking, and transit operations</p> <ul style="list-style-type: none"> ▪ Methods for reaching the public include surveys mailed to residents and businesses in the area affected, solicitations via websites, and comments provided by phone or mail
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Step 3. Post-Event Debriefing Meeting

POST-EVENT ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 3. Post-Event Debriefing Meeting				
<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Meeting organization 	<ul style="list-style-type: none"> ▪ Organize meeting prior to event ▪ Schedule meeting a few days after event but do not delay ▪ Facilitate maximum attendance through assignment of meeting time and location 	<ul style="list-style-type: none"> ▪ The meeting should be scheduled at least a few days after the event, giving traffic management team members some time to absorb what took place during the event and an opportunity to put it into perspective; however, the meeting should not be delayed too long after the event so memories of what took place remain fresh ▪ Scheduling considerations should include: (1) the rotating schedules of those who may attend, (2) ease of access to the meeting location, and (3) potential conflicts with other events ▪ On a regional level, such meetings may coincide with a regular traffic incident management team meeting 	
<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Meeting agenda 	<ul style="list-style-type: none"> ▪ Ensure the meeting covers topics of interest to all participants ▪ Identify meeting purpose and objectives ▪ Develop consensus meeting agenda 	<ul style="list-style-type: none"> ▪ The debriefing meeting is not designed to be a time to blame individuals or agencies for what took place during the event ▪ Meeting purpose involves: (1) examining what took place, (2) comparing it to what was expected to happen, (3) identifying what worked well, and (4) determining areas of improvement for future planned special events ▪ Agenda topics may include planning process, communications, traffic 	

			process, communications, traffic management at and outside venue site, plan revisions during event, traveler information, and perceived successes and lessons learned	
<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Identification of key successes and lessons learned 	<ul style="list-style-type: none"> ▪ Encourage participants to identify what worked well ▪ Solicit multiple viewpoints on a particular observation ▪ Determine areas of improvement for future planned special events ▪ Record identified successes and lessons learned ▪ Transfer key successes and lessons learned to the next event occurrence and all planned special events in the region 	<ul style="list-style-type: none"> ▪ Have participants identify what they see as key successes and lessons learned before the debriefing meeting to help facilitate meeting discussion 	

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Step 4. Post-Event Report

POST-EVENT ACTIVITIES CHECKLIST				
APPLIES?	ASSESSMENT	IF CHECKED	TIPS / EXAMPLES	USER NOTES
Step 4. Post-Event Report				
<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Report organization 	<ul style="list-style-type: none"> ▪ Determine method of organizing the report ▪ Document planning products, actual day(s)-of-event operations, and post-event evaluation activities 	<ul style="list-style-type: none"> ▪ Report organization methods include: (1) by chronological order / timeline or (2) subject areas ▪ Elements of a post-event report include: (1) copy of original traffic management plan, (2) chronology of event and team activities, (3) analysis and summary of internal/external MOEs, (4) operational cost analysis and funding issues, (5) participant evaluation results, and (6) list of recommended improvements ▪ A post-event report represents a reference document, but may serve as a working document (manual) if it recommends a planning process 	
			<ul style="list-style-type: none"> ▪ Expenses include staffing, overtime expenses, costs of deploying equipment, equipment rental costs, additional 	

<input type="checkbox"/>	<ul style="list-style-type: none"> Operational cost analysis 	<ul style="list-style-type: none"> Examine operational cost of managing the planned special event Report costs by agency, task/category, and/or traffic management plan component (implementation) 	<p>communications expenses, and expenses for public information efforts</p> <ul style="list-style-type: none"> Operational cost analyses may assist stakeholders in identifying potential cost-saving resource deployment strategies for the next event occurrence If cost share agreement exists with Event Organizer, ensure that Event Organizer is aware of estimated cost and get agreement on cost estimate well before start of planning for next event. 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Qualitative analysis 	<ul style="list-style-type: none"> Base qualitative analysis on results of field personnel debriefing, event patron survey, and public survey if available 	<ul style="list-style-type: none"> Key topics of a qualitative evaluation include: (1) quality of pre-event information, (2) quality of day-of-event information, (3) direction provided to the event and at the venue, (4) traffic management at the site, and (5) egress from the venue 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Quantitative analysis 	<ul style="list-style-type: none"> Analyze external measures of effectiveness and derive benefits of implementing operations strategies and applying specific resources 	<ul style="list-style-type: none"> The quantitative evaluation is very useful when conducting a cost/benefit analysis of activities for the planned special event as it serves to justify resource allocations for the next event occurrence 	

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Supplemental Lists

Contact List

Name	Organization	Title	Telephone #	Cell Phone #	Skills for PSE
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Resource List

Equipment	No. of Units	Needs Batteries? (Y/N)	Equipment Needed to Move Equipment	Name of Responsible Person
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Map List

Map	MAP Location (Ops Center, etc.)	Notes
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Venue Site

Parking Lot (s)

City

Region

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