MASS EVACUATION PLANNING GUIDE FOR MAJOR EVENTS

NASCAR Pilot

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Final

Homeland Security

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SECTION 1: INTRODUCTION

The Mass Evacuation Planning Guide is developed and provided at the recommendation of the Department of Homeland Security and by invitation from the Director of Security, National Association for Stock Car Auto Racing (NASCAR). This document is a guide of a mass evacuation plan template for NASCAR sanctioned facilities, developed through a DHS/NASCAR coordinated effort.

It is recognized that there are fundamentals that are standardized and common to all evacuation plans. However evacuation plans should be uniquely customized and scaled by each NASCAR sanctioned facility. It is necessary that all Motorsports facilities develop mass evacuation plans that take into account all the nuances of their communities and are best suited for each specific Motorsports facility.

Although there are common fundamentals for safety and security that transcend all facilities, it is recognized that every facility, its surrounding environment and city is unique in its challenges. This document is to be considered an ongoing dialogue in an effort to "raise the safety and security bar" and to provide recommendations through this NASCAR mass evacuation plan template.

Mass Evacuation Program Overview

One element of mass evacuation planning and emergency response is the determination whether it is necessary to control the movement and activities of the NASCAR sanctioned facility participants and general public through evacuation or sheltering in place. Whether directing traffic around the facility location, relocating spectators for a period of time, emptying the race track, or any portion of these activities, the principles remain the same: assessing risk factors, planning an appropriate response, informing the public, and implementing the plan. Assessing risk, reducing vulnerabilities, and increasing the level of preparedness will help minimize potential threats and consequences to NASCAR sanctioned venues nationwide.

As stated in the NASCAR Security and Safety Guideline Reference Manual, "To achieve our goal of being the premier sports entertainment franchise, NASCAR must remain committed to providing our fans with the safest and most secure events in the industry" (Brian Z. France). Large public gatherings, such as sports events, are considered to be potential terrorist targets. In March 2005, the Department of Homeland Security (DHS) identified a dozen possible strikes it viewed most devastating, including a truck bombing of a sports arena. Since September 11, 2001, the American sports industry has increased security at all major sporting venues and high profile events.

Processes and procedures are being adapted, refined, and enhanced to accommodate the safety and security concerns of the post-September 11, 2001, environment and catastrophic natural disasters such as tornadoes and earthquakes. These existing processes and procedures also come with inherent challenges. NASCAR provides support for strategic planning, programming, development and implementation, and is successfully developing ways to involve and interact with the security partners, owners, and operators.

Collaboration through pre-existing trusted partnerships facilitate and enable protection of the critical infrastructures and key resources that impact NASCAR sanctioned facilities, employees, fans, and surrounding communities.

The challenges that all major sporting events, including motorsports, face in developing an effective mass evacuation plan are tremendous. There are many factors to consider: the immense crowds, traffic into and out of the facility, track location, and limited egress points from the track and other speedway property. Planning for such an important event will take tremendous amounts of coordination, communication and cooperation from all levels of the response community (federal, state, local, and industry). Both the FBI and DHS have indicated that sporting events, especially "speedways" are potential targets for terrorist attacks. However, our mass evacuation planning should take into consideration all those hazards that could be applicable to a particular motorsport facility, especially weather related incidents.

Purpose and Scope

A mass evacuation plan for any NASCAR sanctioned facility should be an essential component of the facility's emergency operations plan. This mass evacuation template is intended to assist NASCAR sanctioned facilities with developing and implementing a mass evacuation plan by serving as a guide for facility emergency managers charged with assessing how best to protect spectators, competitors, and the general public in the path of an incident. The use of this template will encourage objective planning and evaluation as well as help eliminate uninformed reactions to possibly erroneous perceptions of risk. It is recognized that each NASCAR sanctioned facility has unique features and may currently have plans to deal with mass evacuations to specific threats. This template will be of assistance to those facilities.

As outlined in the NASCAR Security and Safety Guideline Reference Manual, in developing and implementing a mass evacuation plan, consideration should always be given to the fact that in many circumstances, not evacuating may be the best course of action. Sheltering in place should always be considered as an option for protecting race participants and spectators. Full or partial evacuation/relocation decisions and routes should be identified and evaluated. An organized evacuation can prevent or minimize injury and property damage through adequate planning.

Another purpose of this template is to support the analysis of security issues, business continuity planning, disaster recovery and response, crisis leadership and management, incident and event management planning, and infrastructure protection programmatic and policy issues. DHS and NASCAR are available to assist in:

- Formulating and recommending plans and policies for the development and implementation of protection and response activities;
- Providing expert advice and assistance to security partners, owners, and operators in applying NASCAR processes, best practices, and programmatic oversight; and

- Providing advice and assistance to NASCAR and Speedway executives, state and local governments, and private sector security partners on issues related to safety, security, and facilities management.

In light of today's communications technology, the presence of an emergency is usually known throughout a wide area within a short period of time. This is especially true considering that NASCAR events are broadcast live to an international audience. Spectators, competitors, and the general public located within the facility as well as the community located in the immediate vicinity outside the facility, want to know the impact an incident will have on them and how best to protect themselves. Emergency telephone lines may become overloaded and responders may become distracted with questions to which they have no answers. This template is intended to assist agencies and assigned incident management teams in preparing to respond quickly and appropriately to the incident and the public.

In order to ensure a well managed and coordinated response, NASCAR sanctioned facilities must coordinate their evacuation plans with the local, state and federal authorities. This can best be accomplished through establishment of a Unified Command which brings the local authority for an evacuation into the incident response. Training and exercising with these same emergency teams is also very important to enhance a facility's mass evacuation capability. This guide will be used by the incident commander and staff to provide immediate actions in response to any potential hazard requiring mass evacuation or sheltering in place.

One of the best ways to approach a mass evacuation is by first assessing the potential hazards followed by recognizing and understanding the inherent strengths and weaknesses of a major event at a facility imbedded in a community. It is in the best interest of everyone involved to develop a mass evacuation plan that considers all aspects and leverages all available resources. It is further noted that it is not the intent of this guide to start from scratch; but rather to build and improve on existing robust safety and security programs.

This strategic thought process will continue through collaboration with NASCAR and other facilities in the motorsport family. It is anticipated that these continued discussions will take place in part during the NASCAR Security Summits and other regularly scheduled conferences and seminars. This particular component of the overall effort is initiated by DHS with the cooperation and support of NASCAR and is a progressive undertaking developed and designed to:

- Better understand and prioritize vulnerabilities;
- Better protect the infrastructures and assets under their control;
- Increase awareness of threats and vulnerabilities;
- Enhance overall capabilities to identify and mitigate vulnerabilities;
- Enhance security management best practices and vulnerability assessment methodology; and

- Provide its results to assist decision makers.

Relationship to Other Plans

NASCAR has recently published a "NASCAR Security and Safety Guideline Reference Manual" (Version 1.1) dated January 18, 2006. The manual outlines recommendations for security and safety procedures based upon recognized publications, standards, and personal experience, not regulations. The Mass Evacuation Planning Guide follows the general NASCAR guideline manual and its references; specifically those guidelines and standards published by the National Fire Protection Association (NFPA 601, 1561, and 1600), and the Occupational Safety and Health Administration (OHSA). This template provides more detail and structure towards developing a comprehensive mass evacuation plan for an individual facility. The mass evacuation plan should also be consistent with any local emergency response plan for the municipality in which the facility resides.

SECTION 2: ORGANIZATIONAL STRUCTURE

A critical element of all evacuation planning is the identification of the organizational structure. Protocols set forth in any mass evacuation plan derive from the roles and responsibilities contained within the organizational structure. This section will provide an overview of the organizational structure, detailing the roles and responsibilities of those individuals tasked with implementing the mass evacuation plan.

Although there may be some incidents that involve only those personnel on-site at the facility; when an evacuation of the facility is required, the local community becomes a part of the response structure. In order to provide awareness of plan details and ensure the appropriate participation by all stakeholders, local adoption of or formal agreement to the plan is recommended. A signature page should be included in the plan document in order to record this information. A sample signature page is included in the Annexes.

The Incident Command System (ICS) provides an appropriate framework for direction of a mass evacuation response. Coordination with the local community response structure is necessary and a Unified Command System (UCS) will be required. The two individual components of the UCS are the facility Mass Evacuation Response Team, which may include a Shelter in Place Team, (Response Team) and the local response organization structure. The following information provides guidance for establishing this coordinated structure.

The local transportation system provides the infrastructure to support a successful evacuation. In order to effectively utilize this system, involvement of the local transportation and traffic control providers will be necessary. Control of the local system of streets and highways may be shared between a number of entities including state department of transportation, municipal, and county traffic departments. In large urban areas the Metropolitan Planning Organization (MPO) may be able to provide additional support for mass evacuation planning.

2.1 Implementation Team

Considerations

- Which agencies are members of your Implementation Team (inside the facility) and Response Teams (outside the facility)?
- What is the role of the Implementation Team in a mass evacuation event?
- What is the identification and composition of the Implementation Team as a whole?
- What are the responsibilites of each member of the Implementation Team?
- How will the Incident Command System (ICS) be utilized (Section 2.2)?
- Will alternate or backup teams be required?
- What are the Implementation Team activation protocols?
- What credentials will be used by implementation and response personnel?

- How will you ensure team awareness and preparedness?
- What are the protocols to determine delegation of authority at each level?
- What are the limitations of authority at each level?
- What is the role of and interaction with the local first responder community? With the neighboring industries?
- What is the role of the Implementation Team within the Unified Joint Operations Center (UJOC)?
- Who will conduct the site assessment of the track and speedway property prior to the event? How will this information be passed to the Implemention and Responses Team?

Supporting Actions

- Determine the Implementation Team and Response Team membership and structure based on ICS.
- Determine roles and responsibilities of each member of the Implementation and Response Teams.
- Develop Standard Operating Procedures (SOP) for the Implementation and Response Teams to include:
  - Roles and responsibilities based on functional areas.
  - Leadership positions based on ICS and standardized criteria.
  - Basic and advanced ICS training for key personnel.
  - Scalable team training and exercise program.
  - Back-up or Continuity of Operations (COOP) Plan.
- Establish relationships. with federal, state, and local response agencies and community based organizations (CBOs) for full integration of these participants
- Develop Memordanda of Understanding (MOU) with local response agencies and CBOs.
- Conduct site assessment of the track and speedway property prior to the spectators arriving.
- Determine positioning of resources for Implementation of the plan.

2.2 Direction and Control

2.2.1 Incident Management

Considerations

- Who will be part of the unified command?
- Who will be authorized to make the mass evacuation or shelter in place decisions?
- Who will direct and manage the mass evacuation or shelter in place effort?
- What controls will be implemented to manage the incident?

- Where will your command center(s) be set up and how will it (they) be staffed?
- What information will the UC need in order to make the evacuation or shelter in place decision?
- Who will be the IC and set the priorities, delegate responsibilities, and specify assignments for the initial response effort?
- How will the resources, including Implementation and Response Teams, be managed over the course of the emergency response?

Supporting Actions

- Specific management direction and controls need to be developed so that the mass evacuation can be implemented with minimal difficulties.
- Should have back up power to the command centers
- Identify staffing for the unified command and identify their roles and responsibilities. Establish and staff an Incident Command Post.
- Determine the steps that will be taken to establish the ICS/UC immediately upon activation of the Implementation and Response Teams and resources.
- Consider establishing two operations centers (one local and one remote, possibly at primary local authorities location that is staffed 24/7).
- Create a flow chart, based on ICS, reflecting the positioning of the full Incident Management Team components that will have responsibilities during the emergency. These charts should be located at both command centers.

2.2.2 ICS/UCS Personnel

Considerations

- Who will direct and manage the emergency response effort for which type of incident?
- How will the facility emergency response personnel coordinate and interact with the local response agencies?
- How will response personnel communicate with one another and with the overall command structure? Who will be in charge of this communication?
- What are the components of the emergency response organization? What agencies and/or industry will be part of the organization?
- What are the staffing requirements for each element of the organization?
- How will the availability of resources affect the emergency response?
- Where will you go to obtain additional resources? How long will it take to obtain those additional resources?
- How will information be controlled and disseminated?

- How will a Joint Information Center (JIC) be established? Who will lead the JIC? How will any evacuation/shelter in place messages regarding the incident/event be devleoped, controlled and disseminated?
- Where will the Joint Information Center be located? Who will be the primary Public Information Officer?

Supporting Actions

- Determine the initial make-up of the ICS response organization.
- Indicate anticipated responder roles and responsibilities according to the ICS structure.
- Establish staffing requirements for each element of the emergency organization; primary and alternate. Make provisions for auxilliary workforce or additional resources to support the evacuation as needed.
- Pre-establish identity credentials used by the various response agencies.
- In conjunction with local response officials, prepare a basic multi-agency ICS command structure organizational chart.
- Develop descriptions and generic checklists for each position within the emergency organization.
- Include CBRNE capabilities are on your team and are present during the event, and if not, ensure they are very quickly accessible.
- Develop and use integrated multi-agency coordination systems; develop and maintain connectivity capability among the UJOC (command post), local Incident Command Post, local 911 call center, and other state emergency operations centers.
- Establish a JIC to function with your ICS. Determine membership; develop procedures for information collection and dissemination.

2.3 Local, State and Federal Response

Considerations

- What is the role of the local first responder community, state and federal agencies with respect to a mass evacuation event?
- What are the local, state and federal authorities and agreements in place that will affect the mass evacuation?
- How will jurisdictional responsibility and response be affected by the nature, scope, and size of the emergency?
- How will the coordination with local, state and federal agencies and entities be handled? Who will be in charge of this coordination?
- What is the role of the local, state and federal responder community within the Unified Joint Operations Center (UJOC)?

Supporting Actions

- Obtain information on local laws, regulations, and mutual aid agreements that may impact a mass evacuation effort.
- Develop Memorandums of Understanding or Agreement (MOU/MOA) between NASCAR facility directors and local emergency responders.
- Obtain local endorsement of the Mass Evacuation Plan through adoption or consensus by the local stakeholders, with sign-off.

2.4 Industry/Private Sector Response

Considerations

- What is the role of the industry/private sector and CBOs with respect to mass evacuation?
- What role does industry/private sector play in the UJOC?
- What resources can the industry/private sector make available to the mass evacuation efforts?

Supporting Actions

- Determine the roles and resource availability of all industry/private sector in the area, and make them part of the UJOC.
- Establish relationships with the local industry/private sector for full coordination and integration of these participants.
- Determine how best to call up additional resources if necessary.

2.5 Local Transportation Structure

Considerations

- What agency(s) control the streets and highways as well as other transportation systems in the area of the facility? City, County, State – Law Enforcement, DOT?
- Is there a local transportation planning organization for the region?
- What agency(s)/private organizations can provide transportation on short notice?

Supporting Actions

- Identify local transportation structure and providers (private and public).
- Develop MOU/MOA with transportation stakeholders in the area.
- Consider all available public and private transportation options for conducting a mass evacuation.
- Work with Transportation Agencies about changing directions of roadways, if necessary.
- Ensure emergency ingress/egress established with staging areas.

SECTION 3: CONCEPT OF OPERATIONS

Mass evacuation plans are intended to assist emergency responders in implementing flexible and scalable procedures and methodologies for addressing a range of emergency conditions that occur in isolation or as part of a larger, multi-entity response initiative. The Concept of Operations Section includes more detailed information for response to any given incident that may require a mass evacuation from a particular facility.

3.1 Pre-Incident Planning

A number of activities should be considered prior to an event taking place. This level of planning considers the possible hazards, risks, and threats as well as the vulnerability of the population and facility. These activities can identify ways to mitigate as well as to prepare for response. These considerations are basic planning activities that normally take place during any contingency planning cycle, and include all pertinent federal, state, and local response agencies.

3.1.1 Administration

Jurisdiction and Liability

Considerations

- What laws and established authorities are appropriate to consider in the event of a mass evacuation?
- What are the physical boundaries of authority and responsibility?
- What liabilities do NASCAR and the Speedway incur, with regard to the occurrence of an emergency?
- What liabilities do NASCAR and the Speedway incur relative to the execution of a mass evacuation or shelter in place effort?
- How will the Speedway respond to non-compliant spectators during a mass evacuation, relocation or shelter in place?
- What liability does the local jurisdiction incur with regard to the execution of a mass evacuation, relocation or shelter in place effort?

Supporting Actions

- Establish clear boundaries of control for the facility.
- Identify laws, ordinances, and authorities that will affect the evacuation and include this in the mass evacuation plan.
- Clarify any issues of liability associated with the occurrence of and response to a mass evacuation.
- Determine the existence of any emergency powers legislation that could be applied in case of an emergency.

- Consider having adequate insurance is in place to cover the costs of a mass evacuation operation.

3.1.2 Incident Assessment

Considerations

- What general anticipated or unanticipated emergencies or threats would lead to the activation of your Mass Evacuation Plan?
- Is there a methodology in place for assessing the occurrence and nature of a potential hazard, threat, or vulnerability?
- What are the hazards, threats and vulnerabilities for your particular facility?
- What is the procedure for determining when a mass evacuation/relocation is warranted or when persons are to shelter in place? What are those triggers?
- How would the response differ if the emergency occurs with or without warning?
- How would the response differ depending on the size and nature of the emergency?
- What is the worst case scenario for the track?
- What incidents/scenarios would warrant a shelter in place response? A full evacuation? A partial evacuation?

Supporting Actions

- Develop a decision document on when to conduct a mass evacuation or shelter in place. How is this decision made? What is the process for making this decision? Who orders it?
- Include criteria that would lead to a decision to shelter-in-place, evacuate, or to take no action.
- Include possible issues resulting from secondary consequences such as ruptured gas lines or unintended evacuation.
- Identify the scenario options for your track and then develop evacuation or shelter in place procedures for each scenario.
- Prior to each event at your facility, a plan of action should be developed and briefed to all track employees/workers and public safety personnel in case an incident occurs.

3.1.3 Relocation

Relocation is an instruction that may be given in an emergency where a hazardous situation has occurred or is imminent. This is a precaution aimed to keep the public safe while the situation is taken care of. Relocation areas will be designated by facility staff, and the public will be directed to these locations when the situation warrants.

Considerations

- What are you relocating from? (i.e. weather, explosion, plane crash, etc.)

- What criteria should be used to select relocation areas?
- How effective is the relocation?
- How many people can you relocate?
- Who will make this decision? Who will implement the decision and how?
- What steps do you need to take before an event occurs? What areas should be designated as safe for relocation? Outside of track, Grandstands, Infield, Garage/Pits?
- How will you know if there are harmful contaminants in the air?
- How long can persons remain safely in the relocation area?
- By whom and how will the "All Clear" be communicated?

Supporting Actions

- Develop decision criteria to assist in making the relocation decision.
- Detemine who will make the decision.
- Develop procedures for implementing relocation activities.
- Establish roles and responsibilities for Implementation Team to effect relocation activities.
- For chemical or other contaminant situations, make sure that air monitoring teams and equipment are on site and functioning.

3.1.4 Shelter in Place

Shelter in place is an instruction that may be given in an emergency where a hazardous situation has occurred or is imminent. This is a precaution aimed to keep you safe while remaining indoors or in a location that is somewhat protected from the emergency situation (i.e., underneath the stands, in a bathroom, etc.).

Considerations

- What are you sheltering from? (i.e. weather, chemical, biological, radiological)
- What criteria should be used to select shelter in place?
- How effective is the sheltering in place?
- How many people can you shelter?
- Who will make this decision? Who will implement the decision and how?
- What steps do you need to take before an event occurs? What areas should be designated as safe for sheltering? Outside of track, Grandstands, Infield, Garage/Pits?
- How will you know if there are harmful contaminants in the air?
- How long can persons remain safely sheltered?
- By whom and how will the "All Clear" be communicated?

Supporting Actions

- Develop decision criteria to assist in making the sheltering in place decision.
- Detemine who will make the decision.
- Develop procedures for implementing sheltering in place activities.
- Establish roles and responsibilities for Implementation Team to effect sheltering in place.
- For chemical or other contaminant situations, make sure that air monitoring teams and equipment are on site and functioning.

3.1.5 Evacuation

Evacuation is a decision that will be made when an emergency situation occurs that requires the movement of persons from a dangerous place due to the threat or occurrence of a disastrous event. This includes a full or partial evacuation.

Considerations

- What are you evacuating from? (i.e. weather, chemical, biological, radiological)
- What criteria should be used when making evacuation decisions?
- How effective is the evacuation?
- How many people can you evacuate in a reasonable amount of time?
- Who will make this decision? Who will implement the decision and how?
- What steps do you need to take before an event occurs? How will you know if there are harmful contaminants in the air?

Supporting Actions

- Develop decision criteria to assist in making the evacuation decision.
- Detemine who will make the decision.
- Develop procedures for implementing evacuation activities.
- Establish roles and responsibilities for Implementation Team to effect evacuation.
- For chemical or other contaminant situations, make sure that air monitoring teams and equipment are on site and functioning.

3.1.6 Evacuation Routes and Traffic Control

Considerations

- How will traffic into and out of the interior, middle, and exterior perimeters of the event be coordinated? Which incidents will require a full evacuation of the grand stands and parking areas?

- Are there any priorities for moving people out from the stands, infield, and other track property locations? What procedures are in place for removing people from the stands and other track property? What exit routes should be used?
- What criteria should be used to select evacuation routes? How will emergency traffic corridors be designated and maintained?
- Should you include evacuation routes for both vehicle and pedestrian traffic?
- What types of vehicles will be evacuating the facility: car, bus, van, recreational vehicle?
- How can the normal event traffic control plan be adapted for evacuation? What controls will be in place for handling traffic exiting the facility?
- What additional law enforcement and traffic control requirements are needed (for both speedway property and surrounding community)? What additional track staff and other resources will be needed to handle the traffic situation once the facility is evacuated?
- What methods will be used to monitor evacuation: radio, camera, personnel?
- What staging/relocation areas have been assigned for a partial evacuation? How will the spectators and others be moved to these areas?

Supporting Actions

- Review the existing event traffic control plan as a baseline for time needed to exit the facility. Develop a plan for traffic coordination, including perimeter-control measures, such as checkpoints, road blocks and road closures, and the use of "lead" vehicles to designate spectator traffic flow out of the emergency area.
- Compare the available transportation system capacity for evacuation to the time required for evacuation. Determine the manner in which the evacuation will occur: staggered evacuation, movement of traffic by section, movement of traffic by time period, transportation pick-up points.
- Evaluate the use of contra-flow and other techniques to increase capacity. Emplace pre-positioned barriers.
- Consider the use of cameras, message boards, signs and gates to observe and control evacuation.
- Provide appropriate means for responder entry into the area during evacuation. Designate routes for emergency vehicles and personnel to enter speedway property during an emergency evacuation.
- Develop a Traffic Plan for evacuation that can be communicated to all responders and the public. Develop egress routes for pedestrians and connect with mass transportation pick-up locations, as applicable.
- Determine and post staging/relocation areas for people once they have departed the grandstands and infield areas.
- Develop and post maps of evacuation routes and shelter in place locations.

3.1.7 Communications

Warning, Alert, and Notification

Considerations

- Which facility staff member is charged with notifying NASCAR and external responders of the existence of an emergency?
- How will the NASCAR Security team be notified of the occurrence of an emergency at the event venue?
- How will event staff and public safety personnel be notified of the occurrence of an emergency at the track?
- How will external emergency response entities be notified of the occurrence of an emergency at the event venue?
- What information will be conveyed to external emergency responders, regarding the nature and scope of the emergency?
- How and when will spectators be made aware of a possible or existing emergency?
- How will spectators, vendors and racing teams be made aware of mass evacuation procedures?
- Establish groups and sub-groups, planning according to these groupings:

  Groups:

    Grandstands

    Suites

    Hospitality

    Camprounds

    Vendor Row

    Concessations

    Infield

      Garage

      Pits

      Driver/Owner Lot

      Media Center

Persons:

  Spectators

  Competitors

  NASCAR Officials

  Workers

Vendors

Media

Sponsors

Supporting Actions

- Create an alert and notification plan for notifying NASCAR, and external, emergency responders of the existence of emergency conditions.
- Clearly identify who has the authority under what type of events to mandate the evacuation or shelter in place.
- Decide on a standardized form of communications so that all responders understand emergency orders. This should include a format or specific language that will be used to convey the severity and status of the emergency to responders. DHS recommends the use of plain language that is understood by everyone.
- Coordinate with external emergency responders to assign a specific radio-frequency, or some other unique emergency-communications medium that could be activated and used in the case of a mass evacuation.
- Consider how to deliver emergency evacuation information prior to each event: over the public address system, use of warning sirens, over the large video screens in the track areas, through the head sets used by the spectators monitoring race traffic, and/or make available hard-copy literature in multiple languages and accessible formats detailing the emergency procedures for the specific facility. Include information in spectator hand outs and other fan informationn.
- Develop specific procedures for informing spectators that a mass evacuation is imminent or occurring.
- Develop and deliver pre-scripted messages which give spectators preliminary information about the nature of an existing or possible evacuation. Determine how to disseminate these messages to everyone.

Communications: Emergency Response

Considerations

- Execute the ICS framework for communications, including the use of the JIC.
- How will emergency response communication affect normal facility communication?
- What forms of interoperable communications are available?
- Are the available forms of communications redundant?
- What will be the primary and secondary means of communications? If by radio, what will be the primary and secondary frequencies?
- What is the procedure for testing emergency communication equipment?

Supporting Actions

- Differentiate between the event-venue normal and emergency communications protocols.
- Consider the use of GETS Cards/ telephone blocks in coordination with the local telephone company to support emergency response personnel.
- Identify primary and secondary means of communications.
- Contact local emergency personnel to ensure that the event-venue communications protocols are in line with those of the emergency responders.
- Develop a plan for enhancing, procuring, leasing, or sharing necessary communications technologies as needed.
- Establish emergency and information sharing communication protocols for different communication media.
- Ensure that communications abilities are redundant and reflect interoperability with those of local and private sector response organizations.
- Implement, develop, purchase, and test multiple mass-communications options.

Communications: Emergency Public Information

Considerations

- What methods will be used to communicate information to the public during the evacuation?
- How often should updates be provided?
- What information will be communicated to the general public?
- What information will be communicated to the spectators, vendors and racing personnel?

Supporting Actions

- Develop a protocol for communicating with spectators, vendors and racing personnel during an emergency incident.
- Develop methods for communicating with individuals with limited English proficiency or sensory or cognitive disabilities.
- Execute the ICS framework for communications including identification of the PIO and the use of the JIC.
- Develop pre-scripted standard messages that can be quickly communicated during the evacuation.

3.1.8 Emergency Response Physical Resources

Considerations

- Have supplies, equipment, and other capital assets been staged onsite and made ready for rapid use during an emergency?
- Have additional supplies or equipment needed for an emergency been identified and purchased?
- How and when will emergency equipment be tested to ensure operability?
- Have egress and ingress routes been clearly marked for emergency response personnel, equipment and vehicles?
- Have provisions been made to share physical resources, as needed, during an emergency?
- Do you know the type and amounts of response equipment available to you to asssist with evacuation or shelter in place activities, and the emergency surrounding the situation?

Supporting Actions

- Prepare a needs-assessment regarding the types of equipment and resources that might be required to deal with emergencies.
- Prepare a list of the types and numbers resources available to the implementation and response teams and that require pre-positioning.
- Prepare and post signs indicating emergency procedures.
- Prepare and post signs indicating emergency egress and ingress routes.
- Prepare and place all soft perimeter controls.
- Purchase and test emergency equipment regularly.
- Prepare a modifiable physical map or layout of where emergency personnel and resources will be located during an emergency.
- Predetermine staging/relocation areas so when an event occurs responders know where to set up and direct victims.
- Ensure that specialized equipment such as vehicles and personal protective equipment are available or can be acquired quickly.
- Ensure that basic emergency equipment, such as fire extinguishers, are available and ready to be used.
- Prepare generic Evacuation Directive and Evacuation Order forms, if applicable.
- Develop MOU/MOA concerning the sharing of physical resources with public and private entities during an emergency.
- Ensure that credentials, accreditations, and tickets are unique per person, per location.

3.1.9 Activation, Staging, and Mobilization

Considerations

- What general and specialized equipment will be available to respond to the emergency (e.g., air monitoring equipment pre-staged with background readings identified)?
- Who will lead the effort to stage and mobilize emergency personnel and resources?
- In what way will the availability of resources affect the emergency response?
- How will pre-positioned resources be made available during an event?
- Where will local or other non- NASCAR emergency personnel be staged?
- How will staged resources be moved to and from the incident location?
- How will the track handle decontaminating possibly thousands of persons who may come in contact with with a chemical agent? How will this be communicated to those persons requiring decontamination?

Supporting Actions

- Designate a Staging Area Manager.
- Create a checklist, reflecting the pre-identified available equipment, including those that will be made available through MOAs.
- Use the checklist of available resources to determine the scope of the mass evacuation effort and be ready to ramp up with additional local suppliers.
- Prepare a plan for activating the previously staged resources that will be needed for the specific response.
- Develop a layout of where emergency personnel and resources are to be staged during an incident. Take into account the boundaries of the incident, attendant perimeter and access controls. Several perimeters should be established based on different event scenarios; identify staging areas for each.
- Designate specific access routes for the transport of staged resources.
- Develop a decontamination plan to handle possibly thousands of persons once they evacuate the track area.

3.1.10 Signage and Lighting

Considerations

- What signs are needed to ensure spectators, vendors and racing personnel know the best routes for evacuation from their particular location within the facility?
- What are the proper size and wording of the signs; where should they be located; who is in charge of setting them up?
- What types of emergency lighting will be used in case of an emergency? Where will it be used? Who is in charge of setting this up?

- Where is the emergency lighting staged? How is it implemented?

Supporting Actions

- Direct, post, and activate pre-positioned signage relating to emergency ingress and egress routes, mass-care stations, shelters, etc.
- Activate emergency lighting, as appropriate, including flood lighting, lights run on generators, and track lighting to highlight paths down stadium steps.
- Ensure security and other track personnel carry flashlights for nighttime operations.
- Include information on how emergency lighting should be set up.

3.2 Event Staff Support

3.2.1 Event Staff and Emergency Personnel

Considerations

- Have provisions been made for addressing the injury or incapacitation of event staff?
- How is additional event staff identified and activated quickly?
- Have the event staff and emergency personnel been fully informed and trained on the mass evacuation plan?
- What do you do with the mechanized vehicles (golf carts) during the evacuation? These can be a hazard to pedestrians leaving the facility.

Supporting Actions

- Enhance and standardize training for event and security personnel; training needs to be specific to their designated position.
- Ensure level of security is adequate to handle any security incident. Have the ability to quickly move security personnel from one location to another.
- Determine how proper credentialing, accreditation, and ticketing will be accomplished. Make sure all personnel know their limits of authority and have been properly trained.
- Develop a generic plan for the transfer of position from one person to another which could then be modified, as needed, for each event.
- Have a plan to quickly activate auxiliary personnel.
- Consider agreements with the American Red Cross (ARC) and other organizations for training of staff personnel and possible use of their personnel and equipment through Mutual Aid Agreements.
- Have a plan on how to use and prevent mechanized vehicles (golf carts) during an evacuation.

3.2.2 Spectators, Racing Teams and Crew

Considerations

- How will spectators movement into, within, and outside of the facility be controlled during the mass evacuation?
- How will team and crew movement into, within, and outside of the facility be controlled during the mass evacuation?
- How will you handle those individual(s) that elect not to evacuate, or are impeding the evacuation process?
- How do you provide information to spectators, vendors, racing teams, and crew about an mass evacuation plan prior to and during the event?

Supporting Actions

- Determine procedures for controlling spectators and ensuring their safe and proper egress from the facility.
- Determine procedures for controlling racing team and crew and ensuring their safe and proper egress from the facility.
- Determine what information will be provided to the spectators, teams, and crew once evacuation is implemented.
- As part of the statement of liability, include provisions for actions to be taken in the event of non-compliant spectators.

3.2.3 Mass Care and Family Assistance

Considerations

- Will there be a need for a mass care operation outside/inside the facility? If so, where will it be located and how will it be staffed?
- How will mass-care situations be addressed?
- Who, when and how will the county Mass Casualty Plan be implemented if needed?
- How will loved ones, friends, and family reconnect following a mass evacuation?
- What shelters are available for use during the evacuation? How would you obtain them?

Supporting Actions

- Develop procedures for setting up and operating a mass care facility.
- Determine the central locations to which sick, injured and able-bodied spectators could go for assistance.
- Determine the priority order for assisting spectators.
- Consider any additional support needed by spectators with or without special needs.

- Identify local shelters that are available for use during an evacuation? Identify the person(s) that need to be contacted in order to open the shelter.

3.2.4 Special Needs Population

Considerations

- How are you going to respond to the needs of spectators with special needs who will require various forms of assistance?
- How will spectators with special needs be identified?
- What provisions have been made to assist spectators with special needs?
- Who will be responsible for providing assistance to people with special needs?
- Where will spectators who require medical care be treated or assistance with daily living receive help?

Supporting Actions

- Based on projected attendee demographics, create a generic list of special needs populations; modify this list according to the nature of the emergency.
- Refer to the Americans with Disabilities Act (ADA), American Rehabilitation Act, and Communications Act to determine what accommodations are to be made for spectators with special needs.
- Develop a framework for assisting populations with special needs, based on the principle that the public or private entity with primary responsibility for supporting specific special needs populations as part of their mission will take the lead in assisting these populations during a mass evacuation.
- Refer to the generic staging plan to determine the central location at which people with special needs will receive assistance.

3.2.5 Health and Medical Support

Considerations

- What is the normal framework for addressing health and medical issues at the event venue?
- How will the facility interact and coordinate with the local medical community? What are the surge capacities at each medical facility at the track and surrounding communities?
- What EMS units will be responsible for what aspects of the evacuation?
- How will the sick or injured be triaged? What are possible triage locations?
- What will be the process for transporting the sick or injured to local hospitals or medical centers? (Per Mass Casualty Plan)
- If the incident requires mass decontamination, how will this be handled?

Supporting Actions

- Contact local health and medical organizations, such as local hospitals and home health care agencies, for assistance in drafting a health and medical plan that is consistent with local planning. Military facilities may also be able to assist in this regard.
- Identify mutual aid agreements in place that may assist with medical needs during an evacuation.
- Identify how and where to obtain additional medical resources, if needed. Know the surge capacities of each of your medical facilities.
- Include routes or corridors for transporting the sick or injured to medical facilities in the site plan.
- Establish staging areas for transport of the sick, injured and deceased.
- Establish locations and procedures for handling large volumes of sick, injured or deceased, as well as mass decontamination of event attendees, if required.

3.2.6 Safety

Considerations

- How will threats to the safety of NASCAR staff and spectators be handled?
- What are the standard health and safety standards for NASCAR facilities during emergency conditions?
- What assistance can the local and state health and safety officials assist with developing this aspect of your plan?

Supporting Actions

- Prepare a summary of possible threats to spectators and staff while at the event venue; modify this summary on a per-event basis.
- Develop a health and safety plan that takes into account standards and procedures that will need to be adhered to by spectators and other racing participants.

3.3 Recovery Planning

3.3.1 Deactivation of the Incident Command System

Termination of Emergency Response Initiatives

Considerations

- What factors will determine when the emergency response should be terminated?
- Who makes the decision to terminate the evacuation or shelter in place?
- How will spectators, vendors, racing staff, and media outlets be made aware of the end of response activity?

- At what point will perimeter and access controls be lifted?
- Who makes the decision to allow participants to re-enter the facility? What plans are in place for this?

Supporting Actions

- Develop a decision tool that considers a range of possible emergencies and establishes criteria to use to determine the end of emergency response initiatives.
- Identify who is able to make the termination decision.
- Develop pre-scripted messages that the appropriate official, as per the ICS structure, could use to address spectators, vendors, racing staff, and media outlets of the termination of response activities.
- Develop procedures for allowing spectators to return to the facility.

Deactivation

Considerations

- How will the mobilization and staging areas be broken down?
- What will be the framework for deactivating emergency personnel?
- Who will lead the deactivation effort?
- Who makes this decision?
- What will be the criteria for determining that personnel have been deactivated?

Supporting Actions

- In conjunction with NASCAR and facility personnel, develop procedures and decision tools in order to deactivate emergency personnel and facilities, which could be adapted on a per-facility, per-incident basis.

3.3.2 Restoration

Considerations

- Who will make the determination as to whether or not the facility will be useable in the future?
- What criteria will be used to make this determination?

Supporting Actions

- In conjunction with pertinent NASCAR and facility personnel, develop a generic post-emergency checklist, which could be adapted on a per-facility, per-incident basis.
- Determine if, how, and when previously pre-positioned resources will be returned to their pre-incident condition and location.

3.3.3 Documentation

Considerations

- How will the status of the response and recovery effort be ascertained?
- What reports will need to be completed during and after the evacuation?
- What will be the content of these reports; to whom will they be delivered; and how will they be delivered?

Supporting Actions

- Utilize the appropriate, pre-positioned ICS forms throughout the course of the response and recovery activities, if applicable.
- Identify a reporting and documentation protocol for a mass evacuation event.

3.3.4 Post Incident Review

Considerations

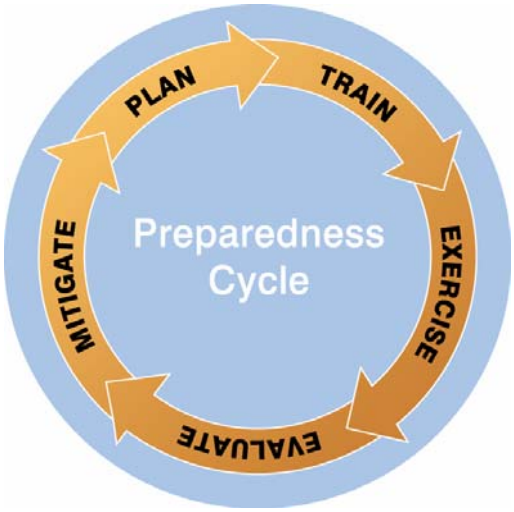
- Was the mass evacuation plan followed?
- What procedures are in place to conduct a post incident review?
- What were the strengths or weaknesses of the existing plan?
- What went right, what went wrong?
- How will the information learned from the emergency event be applied?

Supporting Actions

- Review the Incident or Emergency Evacuation Plan.
- Develop post incident review procedures, including staffing for same.
- Review evacuation orders or directives.
- Develop a test, training, and exercise program.

SECTION 4: PROGRAM AND PLAN MAINTENANCE

The Mass Evacuation Plan will be maintained, reviewed, and updated following the preparedness cycle: Plan, Train, Exercise/Respond, Evaluate and Mitigate. All stakeholders should participate in all phases of this cycle to ensure the plan reflects the current operational strategies, organizational structures, and methodologies utilized by response personnel. Following each event, training, or incident an evaluation of all response actions and in-place mitigation measures should be performed. This will allow for the identification of areas to be sustained, improved, or added enhancing the facility's overall preparedness. This section provides an overview of how to utilize the preparedness cycle for maintenance of the Mass Evacuation Plan.



4.1 Program Maintenance

4.1.1 Training, Drills and Exercises

Considerations

- What are your training and exercise requirements for members of the response teams and UJOC (command post) operations?
- Who is in charge of the training and exercise program?
- What are your required and optional training, drills, and exercises (by functional role of team member and other employees)?
- What type of training and exercise records do you maintain? Who attended? Level of participation? Certifications? Training requirements?
- Who will be part of your training and exercise team to plan and coordinate all training and exercises?

Supporting Actions

- Incorporate the mass evacuation plan and procedures into an overall emergency management training and exercise program.
- Identify training and exercise requirements for members of the response teams and UJOC (command post) operations.
- Identify who is in charge of the training and exercise program.
- Identify type of training and exercise activity, frequency, schedule, who is required to attend.

- Develop a training and exercise calendar (annual training of plan recommended as a minimum), to include all events at the facility.
- Collect and maintain training and exercise records.
- Capture and track Corrective Actions from exercises and real incidents.
- Designate person responsible for tracking Lessons Learned and Corrective Actions and making changes to the plan.
- Train personnel in the use of basic emergency equipment.

4.1.2 Evaluate and Mitigate

Considerations

- What are your evaluation criteria and procedures for exercises?
- Who will evaluate the success of exercises conducted?
- How will exercise data be collected and analyzed?
- When will an After Action Review be conducted?
- How will lessons learned be incorporated into the Plan?
- How will potential mitigation measures be identified and implemented?
- What record keeping is necessary to ensure that this occurs?

Supporting Actions

- Establish an evaluation team that includes representives from each involved entity.
- Solicit feedback from the participants.
- Solicit input from Subject Matter Experts (SME).
- Identify evaluation procedures for exercises.
- Establish a process for the collection and analysis of all data.
- Establish a timeline for the completion of an After Action Review.
- Develop an Improvement Plan (IP) based on findings from the After Action Review Process.
- Set a timeline for the implementation of the IP.
- Develop a plan to ensure that all mitigation measures identified and included in the IP are implemented.

4.2 Plan Maintenance and Revision

4.2.1 Plan Maintenance

Considerations

- Who (group and/or person) is responsible for maintaining the plan and coordinating plan revisions?
- What is your plan review schedule; how often is it reviewed; who is responsible for authorizing and making necessary plan changes?
- How do you coordinate with local response plans and procedures?
- How do you identify corrective actions/lessens learned?
- How will you document needed plan revisions?
- Who should be included in the list of plan holders?

Supporting Actions

- Focus on the overall planning process: who should participate in the process; who is in charge of the change and maintenance process.
- Identify who (group and/or person) is responsible for maintaining the plan and coordinating plan revisions.
- Identify a plan review schedule: how often; who is responsible for authorizing and making necessary plan changes.
- Review actions taken after each use of the plan (real event and exercises/trainings).
- Coordinate plan information with local response plans and procedures.
- Develop process for implementing corrective actions/lessens learned.
- Coordinate planning process with federal, state and local response (partner) agencies.

4.2.2 Plan Revision History

Considerations

- How will you document changes to the plan?
- Who is in charge of making and maintaining the plan?
- How will the changes be tracked?

Supporting Actions

- Develop table of changes for the plan.
- Include change, date of change, reason for change, page number/section changed, who made the change.

ANNEXES

Annex A: Implementation/Response Team Forms

Table 1: Recommended Implementation Forms (use ICS forms)

Topic Area	Considerations	Supporting Actions
Information Gathering Form (ICS 201/ICS 209)	▪ What information is needed to adequately make decisions and manage a particular incident? ▪ Should include such information as: date/time of incident; incident type; number of injuries and/or deaths; weather information; initial response actions taken; extent of damage; etc.	▪ Develop checklist, or fill in the blank type form; information gathering form. ▪ Many local response agencies maintain situation status forms; should be something similar to what they use.
Implementation/Response Team Activation Check-list (ICS 203/ICS 204/ICS 215)	▪ What is the timeframe for activation? ▪ What will be the length of activation? ▪ What are the equipment and communications needs for the response? ▪ Where are the response/staging locations for each team? ▪ What are the specific logistics necessary for activation of team: Working space? Phone lines?	▪ Should be team specific. ▪ Response times may vary according to the incident. ▪ Identify essential equipment needs. ▪ Keep in mind that the evacuation must be quickly implemented; therefore all procedures need to be quickly implemented.
Situation Status Summary (ICS 209)	▪ What were the actions taken or decisions made during the response? ▪ What is the status of any pending actions or decisions? ▪ What are the outcomes, decisions made, and recommendations? ▪ What actions require follow-up?	▪ Include date, actions taken, reasons, recommendations, and follow-up requirements.

Annex B: Implementation/Response Team Check-lists

Table 2: Recommended Team Checklists

Topic Area	Considerations	Supporting Actions
Lead, Mass Evacuation Response Team	▪ Who should be designated lead for different types of incidents/hazards? ▪ Who is coordinating with federal, state and local response agencies and private sector? ▪ Who is the designated back-up? ▪ What are the specific roles/responsibilities for the position(s)? ▪ Who makes the decision of either evacuating or sheltering in place? ▪ Who is responsible for getting the UJOC operational in support of the incident? ▪ Who is responsible for getting your response teams in position and functional? ▪ Who/how will a record of what occurs as part of the incident? ▪ Maintain status of all emergency personnel and equipment.	▪ Development of checklist. ▪ Create and maintain an incident log.
Event Management	▪ Duty roster: who is in what position at any given time? ▪ Event Schedule – listing of all activities associated with the event at the facility. ▪ What is the location of all response personnel? ▪ What are the specific roles and responsibilities for the position(s)? ▪ What is the plan of action for worker safety and health? Who is the lead? ▪ What is the plan of action for transportation/sheltering options for evacuated spectators? Who makes the decision?	▪ Development of checklist.
Facilities Management	▪ What is the status of road closures? What roads are closed? What egress/ingress routes are being utilized? ▪ What is the status of all gates? What gates are open? Closed? ▪ What are the most efficient egress routes? ▪ How to handle crowds inside and outside the facility? ▪ How to handle spectators with special needs who require additional assistance? ▪ What are the specific roles and responsibilities for the	▪ Development of checklist. ▪ Linkage to local law enforcement and medical community.

Topic Area	Considerations	Supporting Actions
	position(s)? ▪ What are the alternate power and lighting sources/options?	
Human Resources	▪ Who is the designated lead? ▪ How is the activation of the team handled? ▪ Is there a call down list for notifying the rest of the team? ▪ How is the response staffing plan implemented? Who should be doing what? ▪ How to obtain auxiliary or extra response personnel? ▪ What are the specific roles/responsibilities for the position(s)? ▪ What are the equipment needs? ▪ What are the logistics needs? ▪ Where are positions located?	▪ Development of checklist.
Legal	▪ What are the legal implications of the incident itself; responding to the incident; consequences of any response actions? ▪ Who is the designated lead? ▪ How is the activation of the team handled? ▪ Is there a call down list for notifying the rest of the team? ▪ What are the specific roles and responsibilities for the position(s)? ▪ What are the equipment needs? ▪ What are the logistics needs? ▪ Where are positions located?	▪ Development of checklist.
Public Relations	▪ Who is the designated lead? ▪ How is the activation of the team handled? ▪ Is there a call down list for notifying the rest of the team? ▪ How do Public Relations coordinate with media on details of the event and incident? ▪ Who develops the message? ▪ Who is responsible for getting the message out? ▪ Develop evacuation and/or sheltering in place messages for all participants, ensuring accessible formats and appropriate foreign languages? ▪ Develop message to surrounding community. ▪ Include event schedule, evacuation routes, etc. ▪ What are the specific roles/responsibilities for the	▪ Development of checklist.

Topic Area	Considerations	Supporting Actions
	position(s)? ▪ What are the equipment needs? ▪ What are the logistics needs? ▪ Where are positions located?	
Security	▪ Create and maintain an incident log. ▪ Identify and report any suspicious activities, packages, or events. ▪ Link to Event Management and Facilities Management. ▪ Link to local, state, and federal law enforcement and support. ▪ Who will maintain crowd and traffic control? Perimeter control? ▪ Who is the designated lead? ▪ How is the activation of the team handled? ▪ Is there a call down list for notifying the rest of the team? ▪ Who is available to assist with evacuation and/or sheltering in place procedures? ▪ What are the specific roles and responsibilities for the position(s)? ▪ What are the equipment needs? ▪ What are the logistics needs? ▪ Where are positions located?	▪ Development of checklist.
Medical	▪ Link to Fire and Rescue, Security, Event Management and Facilities Management. ▪ How will you coordinate medical treatment with local EMS and medical community? ▪ Who is the designated lead? ▪ How is the activation of the team handled? ▪ Is there a call down list for notifying the rest of the team? ▪ What are the specific roles and responsibilities for the position(s)? ▪ What are the equipment needs? ▪ What are the logistics needs? ▪ Where are positions located?	▪ Development of checklist. ▪ Develop a triage form. ▪ Link to local medical community.
Fire and Rescue	▪ Link to EMS, Security, Event Management and Facilities Management ▪ How will you coordinate fire and rescue with local fire and rescue community?	▪ Development of checklist. ▪ Link to local fire and rescue services.

Topic Area	Considerations	Supporting Actions
	▪ Who is the designated lead? ▪ How is the activation of the team handled? ▪ Is there a call down list for notifying the rest of the team? ▪ What are the specific roles and responsibilities for the position(s)? ▪ What are the equipment needs? ▪ What are the logistics needs? ▪ Where are positions located?	
Special Needs	▪ Link to EMS Security, and Event Management, and Faciltiies Management ▪ Identify community based organizations and local government services. ▪ How will you coordinate with medical, facilities management, and public relations? ▪ What non-government organizations are represented on the team? ▪ What are the specific roles and presponsibiltiies for the position(s)? ▪ Who is the designated lead? ▪ How is the activation of the team handled? ▪ What are the equipment needs? ▪ What are the logistics needs? ▪ Where are the positions located?	▪ Development of check list ▪ Link to community based organizations.

Annex C: Unified Joint Operations Center (UJOC)

Table 3: Unified Joint Operations Center (Command Post)

Topic Area	Considerations	Supporting Actions
Unified Joint Operations Center (UJOC)	▪ Where does the legal authority of the UJOC derive from? ▪ What is the purpose of the UJOC? ▪ What is the composition of the UJOC? ▪ How will the UJOC transition from the normal operating functions to those of dealing with a mass evacuation? ▪ Have the logistical concerns of the UJOC been taken into consideration? • Site selection • Set-up • Equipment requirement • Staffing requirements • Hours of operation • Maintenance • Break-down ▪ Where would you locate the UJOC? • At the main facility • Close to the event • Out of the hazard zone/path • Multiple locations ▪ How would you determine the need and location of an alternate facility? ▪ What is the level of access to the UJOC? • Access controls ▪ What are the telecommunications capabilities of the UJOC? • Interoperability ▪ What are the activation protocols of the UJOC? ▪ What is the level of interaction with other agencies/entities? ▪ What is the funding source for establishing and maintaining the UJOC? ▪ What is the level of coordination and communication with the media? Who will be in charge of this coordination?	▪ Provide basic and advanced ICS training for key personnel. ▪ Review and revise operational procedures for the UJOC to deal with a mass evacuation. ▪ Determine how the UJOC will transition from normal operating functions to those of dealing with a mass evacuation. ▪ Develop MOUs with local response community. ▪ Set up a Joint Information Center (JIC) within the UJOC. ▪ Develop a “key talking points” template for External Affairs personnel. ▪ Coordinate with local response agencies to avoid duplication of efforts. ▪ Coordinate with local medical facilities. • Accessibility • Number of beds • Etc.

Annex D: Implementation/Response Team Members and Contact Information

Table 4: Resource Directory

Topic Area	Considerations	Supporting Action
Response Team Members and Contact Information (Resource Directory)	▪ Is all contact information up-to-date? ▪ What level of detail is needed? ▪ Is there a system set up to track alternate team(s) contact information? ▪ What are the Delegations of Authority and Orders of Succession?	▪ Identify a central source to update all contact information on a regular (tri-annual) basis. ▪ Include address, office phone, cell phone, fax, and email address. ▪ Include above information for alternate team members.

Annex E: Terminology

Acronyms and Abbreviations

AAR	After Action Report
ADA	Americans with Disabilities Act
ARC	American Red Cross
CBO	Community Based Organization
COOP	Continuity of Operations
DHS	Department of Homeland Security
EEG	Exercise and Evaluation Guide
EM	Emergency Management
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plan
ES	Emergency Services
ETE	Evacuation Time Estimate
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
ICS	Incident Command System
IED	Improvised Explosive Device
IP	Improvement Plan
JFO	Joint Field Office
JIC	Joint Information Center
MSEL	Master Scenario Events List
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NIOSH	National Institute of Occupational Safety and Health
NRC	Nuclear Regulatory Commission
OSHA	Occupational Safety and Health Act
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSA	Protective Security Advisor
SAR	Search and Rescue
SME	Subject Matter Expert
SOP	Standard Operating Procedure
USAR	Urban Search and Rescue
WMD	Weapons of Mass Destruction
UCS	Unified Command System
UJOC	Unified Joint Operations Center

Select Glossary of Terms

Many of the definitions in this glossary are derived from language used in Federal laws or included in National plans, including the Homeland Security Act of 2002, USA PATRIOT Act of 2001, the National Incident Management System (NIMS), and the National Response Plan.

Accessible. Having the legally required features and/or qualities that ensure entrance, participation and usability of places, programs, services and activities by individuals with a wide variety of disabilities.

Asset: Refers to contracts, facilities, property, electronic and non-electronic records and documents, unobligated, or unexpended balances of appropriations, and other funds or resources (other than personnel).

Business Continuity: The ability of an organization to continue to function before, during, and after a disaster.

Catastrophic Incident: Any natural or anthropogenic incident that results in extraordinary levels of casualties, damage, or disruption, severely affecting the population, infrastructure, environment, economy, national morale, and/or governmental functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to state, local, tribal and private-sector authorities in the affected area(s); and significantly interrupts governmental operations and emergency services to such an extent that National security could be threatened. All catastrophic events are Incidents of National Significance.

Consequence: The result of a hazard that reflects the level, duration, and nature of the loss resulting from the incident.

Critical Infrastructure and Key Resources (CI/KR): "Critical infrastructure" (CI) means systems and assets, whether physical or cyber, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating affect on security, national economic security, national public health or safety, or any combination of them. "Key resources" (KR), also referred to as key assets, are "individual targets upon which an attack could result not only in large-scale human casualties and property destruction, but also profound damage to our national prestige, morale, and confidence." This definition also applies to "high-profile events." Critical infrastructure sectors and key resources are composed of one or more assets. In this document, an asset is something of import or value and can include one or more of the following elements.

- People: The "people" aspect of an asset includes the employees to be protected and the personnel who may present an insider threat (e.g., due to privileged access to control systems, operations, and sensitive areas and information);

- Physical: The physical aspect may include both tangible property (e.g., facilities, components, real estate, animals, and products) and the intangible (e.g., information); and
- Cyber: Cyber components include the information hardware, software, and data that support the functioning and operation of the asset.

Defense: In the context of this document; to protect assets by preventing or delaying an actual attack. These measures include physical hardening, buffer zones, fencing, and structural integrity. In addition to these preventive actions, protective programs may also include actions that have an impact on the consequences should an attack occur, including the following:

- Mitigation: Actions that offset the affects of an attack, such as having adequate response plans and training;
- Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.
- Recovery: Actions that allow the sector to resume operations quickly and efficiently, such as developing continuity of operations plans.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, local and tribal), or by some combination.

Emergency Response Provider/Emergency Responders: Includes Federal, State, local and tribal emergency public safety, law enforcement, emergency response, emergency medical, and related personnel, agencies, and authorities. See Section 2(6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

First Responder: Local governmental and non-governmental police, fire, and emergency personnel who, in the early stages of an incident, are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in Section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), and emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from Federal, State, local, tribal and nongovernmental organizations.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incidents of National Significance: Events of actual or potential high-impact that require a coordinated and effective response by Federal, State, local, tribal and nongovernmental entities to save lives and minimize damage.

Infrastructure: The framework of interdependent networks and systems comprising identifiable industries, institutions (including people and procedures), and distribution capabilities that provide a reliable flow of products and services essential to the defense and economic security of the United States and the smooth functioning of government at all levels and society as a whole. Consistent with the definition in the Homeland Security Act, infrastructure includes physical, cyber, and human elements.

Joint Field Office (JFO): The JFO is a temporary Federal facility established locally to provide a central point for Federal, State, local and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the Joint Operations Center (JOC), the Federal Emergency Management Agency (FEMA) Disaster Field Office, and the Joint Information Center within a single Federal facility. All or portions of JFO structures may be activated, depending on the nature of the threat or incident. The JFO structure adapts to be responsive to various types of threat scenarios and incidents, including the following.

- Natural disasters,
- Terrorist incidents,
- Federal-to-Federal support, and
- National Special Security Events (NSSEs).

Joint Information Center (JIC): JICs are the single point of coordination for all public information operations during emergencies. NIMS requires that all public information provided by response organizations during incident management operations be communicated through operating JICs. JICs should include Public Information Officers (PIOs) from all agencies and organizations participating in incident management operations to ensure multi-agency and multi-jurisdiction coordination of all messages provided to the public.

Joint Operations Center (JOC): The JOC is the focal point for all Federal investigative law enforcement activities during a terrorist or potential terrorist incident or any other significant criminal incident and is managed by the senior Federal law enforcement officer. The JOC becomes a component of the Joint Field Office (JFO) when the National Response Plan (NRP) is activated.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., according to Federal, State, Territorial, city, or county, boundaries), tribal, or functional (e.g., law enforcement, public health).

Major Disasters and Emergencies: Major disasters are "any natural catastrophe, including, among other things, hurricanes, tornadoes, storms, earthquakes, or, regardless of cause, any fire, flood, or explosion." Emergencies are "any other occasion or instance for which the President determines that Federal assistance is needed to supplement State, local and tribal efforts to save lives and to protect property and public health and safety or to lessen or avert the threat of a catastrophe in any part of the United States."

Mitigation: Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented before, during, or after an incident. Mitigation measures are often developed in accordance with lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

National Incident Management System (NIMS): NIMS is a system mandated by HSPD-5 that provides a consistent, Nationwide approach for Federal, State, local and tribal governments; the private sector; and nongovernmental organizations (NGOs) to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for compatibility and interoperability among Federal, State, local and tribal capabilities, the NIMS uses a core set of concepts, principles, and terminology. HSPD-5 identifies these as the Incident Command System (ICS); multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Nongovernmental Organization (NGO): NGOs are based on the interests of their members. They are not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private one. Examples of NGOs are faith-based charity organizations and the American Red Cross.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government, the private sector, and NGOs to identify threats, determine vulnerabilities, and identify required activities and resources to mitigate risk.

Prevention: Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It also involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; immunizations, isolation, or quarantine; public health and agricultural surveillance

and testing processes; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Principal Federal Official (PFO): The Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.

Public Information Officer: A member of the PFO Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Recovery: The development, coordination, and execution of service- and site-restoration plans for affected communities and the reconstitution of government operations and services through individual, private sector, nongovernmental, and public assistance programs that identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.

Response: The activities that address the short-term, direct effects of an incident, including immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and incident mitigation activities.

Risk: A measure of potential harm that encompasses threat, vulnerability, and consequence. In the context of the NIPP, risk combines the expected magnitude of loss due to a terrorist attack, natural disaster, or other incident, with the likelihood of such an event occurring and causing that loss.

Special Needs Population: Before during and after an incident, members of the special needs population may have additional needs in one or more of the following functional areas: maintaining independence; communication, transportation, supervision and medical care. Individuals in need of additional response assistance may include those: who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or who are non-English speaking; and who are transportation disadvantaged.

Terrorism: Terrorism is any activity that (1) involves an act that is (a) dangerous to human life or potentially destructive of critical infrastructure or key resources, and (b) a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and (2) appears to be intended to (a) intimidate or coerce a civilian

population, (b) influence the policy of a government by Intimidation or coercion, or (c) affect the conduct of a government by mass destruction, assassination, or kidnapping.

Vulnerability: A weakness in the design, implementation, or operation of an asset, system, or network that can be exploited by an adversary, or disrupted by a natural hazard or technological failure.

Weapons of Mass Destruction (WMD): (1) Any explosive, incendiary, or poison gas (i) bomb, (ii) grenade, (iii) rocket having a propellant charge of more than 4 ounces, (iv) missile having an explosive or incendiary charge of more than one-quarter ounce, or (v) mine or (vi) similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life (Title 18, U.S.C. § 2332a).

Annex F: Hazards and Vulnerabilities Matrix

Table 5: Hazards and Vulnerability Matrix

Topic Area	Considerations	Supporting Actions
Hazards and Vulnerabilities Matrix	▪ An extensive identification of possible hazards/vulnerabilities should be performed by all Stakeholders. This should include any corresponding actions(s) and mitigation measures that are in-place, pending, or proposed to minimize impact. ▪ Examples may include: • Lightning • Severe Weather • Tornado • Earthquake • Tropical Storm • Chemical, Biological, Radiological, Nuclear, Explosion (CBRNE) threats • Loss of power • Spectator/crowd disturbances • Aviation incidents • Fire	▪ Establish trigger points to initiate corresponding actions. • Example – If severe weather is imminent, then UJOC is stood up. ▪ Include information on existing hazards and vulnerability assessments (or risk assessments) • What is vulnerable? • Why is it vulnerable? • When is it most vulnerable? • What mitigation measures are in place to minimize impact?

Annex G: Signature Page for Stakeholder Adoption

SIGNATORIES

(Title/Position)	(Name)

Annex H: Exercising the Plan

Exercising the mass evacuation plan is important to validate the plan and to help ensure that the plan is periodically reviewed and updated. The exercise should involve all the key stakeholders involved in developing, maintaining, and implementing the plan. In order for realistic outcomes to be realized from an exercise, realistic data is important. For example, an evacuation decision timeline obtained from an exercise might not work if evacuation times during a real event are different from what the emergency planners assumed. Therefore, it becomes critical that emergency planners perform a comprehensive evacuation study in order to get a good sense of evacuation time estimates (ETEs) for different scenarios either for an area, an event or a facility. ETEs can be used during the exercise to test the plan, and they can also be developed based on the different components of a plan. Developing a plan and validating its components using ETEs in an exercise is an iterative process.

It is not practical to ask a large number of volunteers to participate in an evacuation exercise since it is very resource consuming. In recent years there has been tremendous growth in the field of traffic modeling and simulation. There are now robust models available in the market to model any level of complexity. Emergency planners can use such models to get ETEs, and incorporate ETEs in the evacuation decision timeline. In order to test the plan and evacuation decision timeline, these ETEs should be used in an exercise. These realistic ETEs will make any evacuation exercise more focused and results-oriented.

The basic approach for any population evacuation study consists of three phases.

- Collecting and updating accurate data on the population at risk;
- Updating and “ground truthing” (field observations) of the evacuation network including number of lanes, speed limits, traffic controls, capacities, etc.; and
- Modeling and simulating public evacuation.

Emergency managers can use ETEs developed by modeling and simulation beforehand during an exercise, or they can use real time traffic simulation if the computational speed of the models available to them is high enough. Evacuation modeling and simulation also provides valuable information on bottleneck points, delays, traffic flow, average speeds, and many other measures of effectiveness. In any case, using realistic information about ETEs will add value to an exercise. The degree of detail used in the modeling and simulation can vary based on the needs and the requirements of different exercises. The emergency planners, managers, and decision makers should be aware of the assumptions and methodology involved in estimating evacuation times. Being aware of the assumptions and methodology will enable them to make an informed decision if the conditions during an event change.

The rest of this annex provides detail on exercise types, exercise design, exercise documents, and after action reviews. Emergency managers should carefully consider the value of using evacuation modeling and simulation results to test their plans in an exercise as well as a decision tool during an actual emergency.

Table 6: Exercise Type

Topic Area	Considerations	Supporting Actions
Exercise Type	▪ Full Scale	▪ Developed as close to reality as possible and to allow for the assessment of the total response. This type of exercise is very resource consuming.
	▪ Functional	▪ Intended to simulate the real event. This type of exercise allows for the testing of coordination and communication between responding and responsible agencies. Although there is no actual resource deployment, this is a very high stress exercise.
	▪ Table Top	▪ Intended to involve senior leaders and top officials in the discussion of plans and policies. This type of exercise is relatively low stress and involves no actual response deployment.
	▪ Drill	▪ Intended to allow for a single response component or function to focus on a single effort. This is the most basic exercise.

Table 7: Exercise Design

Topic Area	Considerations	Supporting Actions
Exercise Design	▪ Scenario-based	▪ Evaluates the overall response to a specific event
	▪ Objective-based	▪ Evaluates a specific tool, team, technique, timeline, or response.Inte
	▪ Combination	▪ Most common exercise design that involves both objectives and scenario.
Exercise Objectives	▪ Overall Objective	▪ One or two major objectives are identified that are collectively agreed upon by the all exercise stakeholders or trusted agents. ▪ Major objectives are identified that are desired by the exercise sponsor
	▪ Participant Objective	▪ Different objectives may be recommended or required depending on the level of participation and extent of play for each stakeholder.
Planning Conferences	▪ Initial Planning Conference	▪ Establish exercise scope, overall and participant objectives, scenario type, exercise timeline
	▪ Middle Planning Conference	▪ Finalize the scope of the exercise, exercise objectives and timeline; identify exercise resource requirements. This may not be required for small scale exercises and may be combined with the initial planning conference.
	▪ Final Planning Conference	▪ Review and confirm the scope, objectives, scenario details, timeline, resource and support requirements.

Exercise Documents

- Exercise Plan (Explan): At a minimum this should include the exercise scope, objectives, scenario details, timeline, safety plan, role player instructions, Observer/Controller Handbook, and any administrative instructions.
- Role Player Handbook: To be extracted from the Explan and provided to each role player defining their individual roles, actions to be performed, and a timeline for those actions during exercise play.
- Observer / Controller Handbook: This will include Exercise and Evaluation Guides (EEG), Master Scenario Events List (MSEL), injects, timelines, and any special instructions.
- MSEL will include:
  - Scripted injects that are outside of the participants control but, are necessary to bring about the desired action
  - Date and time
  - Event description
  - Who sends the message
  - Expected message receiver
  - Method of transmission (i.e. phone, radio, face to face etc.)
  - Expected action

After Action Report (AAR) / Improvement Plan (IP)

- AAR should be conducted immediately following the exercise or event and should involve representatives from each participating agency. This should include information of the major events, all lessons learned, and review any new initiatives developed or identified during the exercise.
- AAR should also include a discussion of all techniques, tactics, and procedures utilized during the exercise to include what went right and what went wrong.
- AAR should identify the any issues and the consequences resulting from the potential outcomes of those issues.
- IP should identify areas that require improvements, the actions required, the timelines for implementing those improvements, and the organization and party responsible for this action.

Appendix 1: Relocation and Evacuation Plan Template

Relocation and Evacuation Plan Template Instructions

- The Relocation and Evacuation Plan template is an Appendix to the Mass Evacuation Planning Guide for Major Events, NASCAR Pilot document.
- Text in RED font needs to be filled in with information specific to the NASCAR sanctioned facility completing the template.
- Text in BLUE font is an example included for planning purposes, and may need to be deleted and replaced with information specific to the NASCAR sanctioned facility completing the template or updated with facility specific information.
- Information included in text boxes is guidance for completing the section or is a reference from the Mass Evacuation Planning Guide for Major Events, NASCAR Pilot, which is to be used as a guide in completing the Relocation & Evacuation Plan template. Text box information should be deleted as part of the process of completing the Relocation & Evacuation Plan.
- If any of the information included in the template is not appropriate for the NASCAR sanctioned facility this plan applies to, delete it.

RELOCATION and EVACUATION PLAN TEMPLATE

I. INTRODUCTION

NASCAR racing events at (Insert name of Speedway) Motor Speedway are considered one of the largest and premier events hosted in (Insert name of State). As such, (Insert name of Speedway) Motor Speedway needs to be prepared for any eventuality where it may become necessary to relocate or evacuate spectators and staff from within the facility, or to redirect traffic around the facility. Assessing risk, reducing vulnerabilities, and increasing the level of preparedness will help to minimize potential threats and consequences. It is essential, therefore, that key security personnel at (Insert name of Speedway) Motor Speedway are well trained in risk factors, planning an appropriate response, informing the public, and implementing the plan. This Relocation and Evacuation Plan will be a supplement to the (Insert name of Speedway) Motor Speedway Emergency Action Plan. The template for this plan was developed in collaboration with the Department of Homeland Security, by invitation from the Director of Security, National Association for Stock Car Auto Racing (NASCAR).

Although there are some fundamentals for safety and security that are standard to all facilities, it is recognized that each Motorsports facility may deal with unique challenges that are specific to location and scale. For additional specific information, please refer to the Mass Evacuation Planning Guide for Major Events, NASCAR Pilot, for which this Relocation and Evacuation Plan template is an Appendix.

Reference: Mass Evacuation Planning Guide for Major Events, Section 1: Introduction, Mass Evacuation Program Overview.

This Relocation and Evacuation Plan is specific to the (Insert name of Speedway) Motor Speedway.

II. PURPOSE

This plan provides instructions and guidance to effectively address the safety of all individuals in attendance at a NASCAR sanctioned event with regard to Relocation/Evacuation/Shelter-in-Place at the (Insert name of Speedway) Motor Speedway. The following (Insert name of Speedway) Motor Speedway Relocation & Evacuation Plan provides information, direction, procedures, communication, logistics, staffing, and roles and responsibilities to protect people and property associated with the evacuation or relocation of spectators at a NASCAR racing event. It defines emergency response systems for on- and off-track incidents and emergencies that might require relocation or evacuation. This plan also provides for coordination between (Insert name of Speedway) security/safety staff, NASCAR Security/Safety Staff, and government authorities to promote a secure, safe event and to facilitate an effective response to incidents or emergencies when and/or where relocation or evacuation is required.

Critical incidents are defined as any situation (e.g., natural, man-made, technological, related to national security), that involves or has the potential to involve mass casualties, evacuation, extreme weather, terrorist attack, bomb threat or bombing/explosion, hazardous materials release/exposure, sniper attack, hostage taking, civil disorder, or any other emergency with significant impact upon public safety and the necessary resources for a successful recovery.

Reference: Mass Evacuation Planning Guide for Major Events, Section 1: Introduction, Purpose and Scope.

The Emergency Action Plan (EAP) serves as a guide, a plan should an emergency or critical incident occur during an event. The Relocation and Evacuation Plan will serves as an annex to the EAP to provide direction, information, roles, responsibilities, principles, management, coordination procedures, and Command & Control outlines relating to relocation, evacuation, and shelter-in-place decisions.

This Relocation and Evacuation Plan was prepared by (Insert Name), (Insert name of Speedway) Motor Speedway Security/Safety Director and (Insert Name), (Insert name of County/City) Emergency Management Director on X/XX/XX. This document was prepared in coordination and cooperation with the following, and they have signed-off with their concurrence:

1. Chief of Police _____, & Staff _____Police Department
2. Fire Chief_____, & Staff _____Fire & Rescue
3. Sheriff_____, & Staff _____Co. Sheriff's Office
4. _____Emergency Management Director _____
5. _____Emergency Medical Services Director _____
6. ____ State Highway Patrol Captain_____, & Staff
7. ____ State Bureau of Investigation _____, & Staff
8. FBI Special Agent in Charge_____, & Staff
9. BATF ASAC _____
10. FAA FSO _____
11. Other – if additional or different people, continue to list.

III. RELEVANT PLANS

This section provides an overview of the plans, policies, and guidance documents that are applicable to the (Insert name of Speedway) Motor Speedway facility. Plans may be maintained by the County or City that the speedway facility resides in.

> Reference: Mass Evacuation Planning Guide for Major Events, Section 1: Introduction, Relationship to Other Plans.

A. NASCAR Security and Safety Guideline Reference Manual

The NASCAR Security and Safety Guideline Reference Manual (Version 1.1), dated January 18, 2006, outlines recommendations for security and safety procedures based upon recognized publications, standards, and personal experience, not upon regulations.

B. (Insert name of Speedway) Motor Speedway Emergency Action Plan (EAP)

Insert brief description of the (Insert name of Speedway) Motor Speedway Emergency Action Plan.

C. (Insert name of Speedway) Motor Speedway Security & Safety Plan

Insert brief description of the (Insert name of Speedway) Motor Speedway Security & Safety Plan.

D. Other (as appropriate)

- Reference other Speedway facility plans (.
- Reference County Plans (including Mass Casualty Plan).
- Reference City Plans.

IV. Pre-Event Planning Considerations

Pre-event planning considerations need to be considered prior to a scheduled event at the (Insert name of Speedway) Motor Speedway facility. This section of the Relocation and Evacuation Plan provides further information on the types of potential hazards/scenarios and the population of the Speedway facility.

Pre-event planning against potential hazards, risks, and threats should take into consideration the likely scenarios that the facility could face, how many people are expected to attend/support the event, and where spectators and staff will be congregating. Effective planning activities can identify ways to mitigate vulnerabilities and prepare for response.

Reference: Mass Evacuation Planning Guide for Major Events, Section 3.1: Pre-Incident Planning and Annex F: Hazards and Vulnerabiliites Matrix.

A. Potential Hazards/Scenarios

Table 1 below includes the potential hazards that the (Insert name of Speedway) Motor Speedway facility can expect. The table also illustrates the likilihood of the hazard and whether relocation, evacuation, or shelter-in-place would be needed for each hazard.

Table 1: (Insert name of Speedway) Motor Speedway Hazards

Hazard/Scenario	Threat Level of Hazard	Relocation, Shelter-in-Place or Evacuation Decision
Weather - Rain - Lightning - Tornado - Heat - Severe Thunderstorm/Heavy Rain - High Winds - Hurricane	High Threat	Shelter-In-Place at Track Facility
Accidential release (Chemical, Biological, Radiological)	Low Threat	Relocation or Evacuation (depending on situation)
IED/Bomb Threat	High Threat	Relocation
Shooter Situation		
Mass Casualty Event		

Vehicle in Stands		
Civil Disturbance		
Food Borne i.e., accidental food poisoning (mayonaise left in sun)		
Fire i.e., Multiple Motor Homes, Track, Wildfire, Stuctural, Fuel		
Hazmat		
Structural Collapse		
Terrorism i.e., WMD, Explosion, Chemical/Biological event, Dirty Bomb		
Plane Crash		
Unattended Package		
Suspicious Package		
Parachute Failure		
Lost Child		
Water Supply		
Train/Railroad Accident (Hazmat)		
Transport on Highway (Hazmat)		
Earthquake		
Gas Pipelines		
Vehicle into Crowd		
Propane Explosion		
Other		

B. Population of (Insert name of Speedway) Motor Speedway

When planning against possible hazards, risks, and threats, it is helpful to break the population of the speedway into groups and persons.

- Groups:

- Grandstands
- Suites
- Hospitality
- Campgrounds
- Vendor Row
- Concessations
- UJOC
- Infield
  - Garage
  - Pits
  - Driver/Owner Lot
  - Media Center
  - Camping/RV area

▪ Persons:
- Spectators
- Competitors
- NASCAR Officials/employees
- Workers
- Vendors
- Media
- Sponsors

All categories of groups and persons should be considered when determining response activities and the need for relocation, evacuation, or shelter-in-place.

Reference: Mass Evacuation Planning Guide for Major Events, Section 3.2: Event Staff Support.

V. Relocation, Evacuation, and Shelter-In-Place Decisions

This section reviews the (Insert name of Speedway) Motor Speedway's policies and procedures related to relocation, evacuation and shelter-in-place decisions.

A. Relocation

This section provides an overview of the policy and guidance for decisions to relocate race participants and spectators. It includes the decision points and identifies where to relocate all population categories (named above) for all hazards (identified in Table 1).

Relocation and sheltering in place should always be considered as an option for protecting race participants and spectators. Full or partial evacuation decisions and routes should be identified and evaluated. An organized evacuation can prevent or minimize injury and property damage through adequate planning.

However, as outlined by the NASCAR Security and Safety Guideline Reference Manual, consideration should always be given to the fact that, in many circumstances, not evacuating may be the best course of action.

Reference: Mass Evacuation Planning Guide for Major Events, Section 3.1: Pre-Incident Planning.

Insert information about the decision to relocate spectators. (Who, what, where, when, why? For all population categories, for all hazards, in all areas of the facility.)

The following are some Relocation considerations and supporting actions from the Mass Evacuation Planning Guide for Major Events, NASCAR Pilot, Section 3.1.3: Relocation.

Considerations

- What are you relocating from? (i.e. weather, explosion, plane crash, etc.)
- What criteria should be used to select relocation areas?
- How effective is the relocation?
- How many people can you relocate?
- Who will make this decision? Who will implement the decision and how?
- What steps do you need to take before an event occurs? What areas should be designated as safe for relocation? Outside of track, Grandstands, Infield, Garage/Pits?
- How will you know if there are harmful contaminants in the air?
- How long can persons remain safely in the relocation area?
- By whom and how will the "All Clear" be communicated?

Supporting Actions

- Develop decision criteria to assist in making the relocation decision.
- Detemine who will make the decision.
- Develop procedures for implementing relocation activities.
- Establish roles and responsibilities for Implementation Team to effect relocation activities.
- For chemical or other contaminant situations, make sure that air monitoring teams and equipment are on site and functioning.

B. Evacuation

This section provides an overview of the policy and guidance for decisions to evacuate race participants and spectators. It includes the decision points and identifies how an evacuation of all population categories (named above) will take place.

Insert information about decision to evacuate spectators. (Who, what, where, when, why? For all population categories, for all hazards, in all areas of the facility.)

The following are some shelter in place considerations and supporting actions from the Mass Evacuation Planning Guide for Major Events, NASCAR Pilot, Section 3.1.4: Shelter in Place.

Considerations

- What are you sheltering from? (i.e. weather, chemical, biological, radiological)
- What criteria should be used to select shelter in place?
- How effective is the sheltering in place?
- How many people can you shelter?
- Who will make this decision? Who will implement the decision and how?
- What steps do you need to take before an event occurs? What areas should be designated as safe for sheltering? Outside of track, Grandstands, Infield, Garage/Pits?
- How will you know if there are harmful contaminants in the air?
- How long can persons remain safely sheltered?
- By whom and how will the "All Clear" be communicated?

Supporting Actions

- Develop decision criteria to assist in making the sheltering in place decision.
- Detemine who will make the decision.
- Develop procedures for implementing sheltering in place activities.
- Establish roles and responsibilities for Implementation Team to effect sheltering in place.
- For chemical or other contaminant situations, make sure that air monitoring teams and equipment are on site and functioning.

C. Shelter-In-Place

This section provides an overview of the policy and guidance for decisions to shelter-in-place race participants and spectators. It includes the decision points and identifies recommendations for where to relocate all population categories (named above) for all hazards (identified in Table 1).

Insert the facility policy and additional information about the decision to Shelter-In-Place. ((Who, what, where, when, why? For all population categories, for all hazards, in all areas of the facility.)

The following are some shelter in place considerations and supporting actions from the Mass Evacuation Planning Guide for Major Events, NASCAR Pilot, Section 3.1.5: Evacuation.

Considerations

- What are you evacuating from? (i.e. weather, chemical, biological, radiological)
- What criteria should be used when making evacuation decisions?
- How effective is the evacuation?
- How many people can you evacuate in a reasonable amount of time?
- Who will make this decision? Who will implement the decision and how?
- What steps do you need to take before an event occurs? How will you know if there are harmful contaminants in the air?

Supporting Actions

- Develop decision criteria to assist in making the evacuation decision.
- Detemine who will make the decision.
- Develop procedures for implementing evacuation activities.
- Establish roles and responsibilities for Implementation Team to effect evacuation.
- For chemical or other contaminant situations, make sure that air monitoring teams and equipment are on site and functioning.

VI. COMMAND STRUCTURE/RESPONSE ORGANIZATION

The Command Structure/Response Organization for Relocation and Evacuation activities should mirror the normal Command Structure, as found in Section (Insert Section Number) of your Emergency Action Plan.

The below diagram, which depicts the command structure/response organization is also included in the EAP.

Reference: Mass Evacuation Planning Guide for Major Events, Section 2: Organizational Structure
2.1 - Implementation Team
2.2 – Direction & Control
2.3 – Local, State, and Federal Response
2.4 – Industry/Private Sector Response
2.5 – Local Transportation Structure

Insert Command Structure/Response Organization Diagram

Exhibit 1: Command Structure/Response Organization

A. Roles & Responsibilities
- Define for each entity, designate & identify key personnel

B. Direction, Control and Coordination
- Define for each entity, designate & identify key personnel

VII. (INSERT NAME OF SPEEDWAY) MOTOR SPEEDWAY RELOCATION AND EVACUATION CONCEPT OF OPERATIONS

A. Facility Information

The decision to evacuate or relocate from a Tower, Grandstand, Suite, Campground, Hospitality Area, Vendor Row, Concession Area, Infield (Garage, Pits, Driver/Owner Lot, Media Center), or _____ area, requires that the following considerations be taken into account:

Reference: Mass Evacuation Planning Guide for Major Events, Section 3.1: Pre-Incident Planning and 3.2 Event Staff Support.

1. Number/Location of Gates (P = Pedestrian; C = Cars; GC = Golf Carts; T = Trucks; EV = Emergency Vehicles)
   - List gates/entrances/exits and the plan for each gate/entrance/exit depending on the need to relocate spectators or evacuate the grandstands, tower, etc. Refer to scenarios listed in your EAP.

2. Facility Population
   - Breakdown how many people to expect in the following categories (Spectators, Competitors, Teams, NASCAR Personnel, Workers, Vendors, Media, Sponsors, etc.).
   - List the sections where people congregate to work or watch the event (i.e., grandstands, towers, bleachers, etc.).
     - Are there any additional fan congregation areas?
     - If evacuation is recommended, specify which exit/gates should be used for each of the areas listed above.
     - If relocation is recommended, specify the relocation area for each spectator section.
     - If shelter-in-place is recommended, specify the location for each spectator section.

3. Special Needs Population
   - All special needs persons shall enter initially through Gate(s) _____.
   - Following the race, special needs persons shall enter/exit through Gate(s) _____.

   List where Special Needs persons could be located, how they should evacuate, relocate, or shelter-in-place in each area, and where/how they should move. Also who will assist them.

4. Special Considerations for Competitors, Teams, Media, Sponsors, and NASCAR Personnel
   a. Competitors and Teams
      - All competitors and teams shall enter initially through Gate(s) _____.
      - Following the race, competitors and teams shall enter/exit through Gate(s) _____.
      - If evacuation is recommended, specify which Gate(s) the competitors and teams should use.
      - If relocation is recommended, specify relocation area for competitors and teams.
      - Shelter-in-Place for Competitors, Teams, NASCAR personnel, Media or Sponsors in the Garage during weather or WMD incidents will be in the center aisle of the Team Haulers.

   b. Media
      - All media personnel shall enter initially through Gate(s) _____.
      - Following the race, media personnel shall enter/exit through Gate(s) _____.
      - If evacuation is recommended, specify which Gate(s) the media should use.
      - If relocation is recommended, specify relocation area for media.
      - If shelter-in-place is recommended, specify the location for each spectator section.

   c. Sponsors (Depending upon their location)
      - All sponsors shall enter initially through Gate(s) _____.
      - Following the race, sponsors shall enter/exit through Gate(s) _____.
      - If evacuation is recommended, specify which Gate(s) the sponsors should use.
      - If relocation is recommended, specify relocation area for sponsors.
      - If shelter-in-place is recommended, specify the location for each spectator section.
      - Hospitality Tents?

   d. NASCAR Personnel
      - All NASCAR personnel shall enter initially through Gate(s) _____.
      - Following the race, NASCAR personnel shall enter/exit through Gate(s) _____.
      - If evacuation is recommended, specify which Gate(s) the NASCAR personnel should use.
      - If relocation is recommended, specify relocation area for NASCAR personnel
      - Shelter-in-Place for NASCAR personnel, in the Garage during weather or WMD incidents will be in the center aisle of the Team Haulers.

5. Special Considerations for Vendor Areas
   - Food & Drink

  - Where are they located?
  - How many personnel are involved?
  - What gates should be used for evacuation?
  - What relocation areas should be used?
- Souvenirs
  - Where are they located?
  - How many personnel are involved?
  - What gates should be used for evacuation?
  - What relocation areas should be used?
  - What shelter-in-place areas will be used?

6. Vehicles
   - Gates to Infield:
     - List gates/entrances/exits.
   - Gates to Exit Track Facility:
     - List gates/entrances/exits.

7. Emergency Access
   - List what gates are to be used for the entry and exit of emergency vehicles.
   - Refer to EAP and Mass Casualty Plan.

B. Communication

This section outlines the communication equipment, systems, and terminology used at the (Insert Name of Speedway) Motor Speedway facility for communication among all track personnel (i.e., local law enforcement, fire department, Emergency Management Agency, NASCAR personnel, facility security).

> Reference: Mass Evacuation Planning Guide for Major Events, Section 3.1.5: Communications.

- What system is used for communication among all track personnel (i.e., local law enforcement, fire department, Emergency Management Agency, NASCAR personnel, facility security)?
- What channel(s) are used for communicating among what groups?
- What equipment is used?
- What terminology is used to communicate different events at the facility?

C. Warnings, Messages and Signage

In order to notify fans of the events happening at the (Insert name of Speedway) Motor Speedway, Public Service Announcements (PSAs) need to be pre-scripted. This section includes information related to how messages will reach the public, including sample PSAs, location and method of communicating warnings and messages, number and location of sirens, and lighting.

> Reference: Mass Evacuation Planning Guide for Major Events, Section 3.1.5: Communications.

- Who makes the announcements for fans?
- Can different messages be broadcast for different areas of the track?

- Who makes the decision on what announcement/message to send to race participants and spectators?
- How are messages communicated to competitors and teams?

1. Public Service Announcements/Messages
   A sample Emergency Evacuation Announcement would be:

   Ladies and Gentlemen, we regret interrupting the race. There is no cause for alarm, but we have received information that necessitates that we gradually clear the track facility in _____ area. This is for your safety. As soon as we conclude our investigation of the situation, this event will continue. Again, we apologize for any inconvenience. Please follow the directions of track facility personnel, who will direct you through to the exits most convenient to your location.

   - What additional Public Service Announcements exist?
   - What special messages exist?

2. Communicating of Warnings
   List information about how warnings are communicated to race participants and spectators.
   - How will messages reach fans?
   - Is there a JumboTron? If you have a JumboTron, how best can you use this to pass on information (i.e., perhaps use it for some pre-race emergency information)?

3. Signage
   List information about location and use of signage to assist race participants and spectators in relocation, evacuation, and shelter-in-place.

   Reference: Mass Evacuation Planning Guide for Major Events, Section 3.1.8: Signage and Lighting.

4. Sirens or Other Warning Devices
   List information about location and use of sirens or other warning devices to assist race participants and spectators in relocation, evacuation, and shelter-in-place.

5. Lighting
   List information about location and use of lighting to assist race participants and spectators in relocation, evacuation, and shelter-in-place.
   - Are track personnel given flashlights?
   - Is there sufficient lighting during night races for race participants and spectators to easily and safely evacuate all sections?

6. Other

VIII. POST INCIDENT REVIEW/AFTER ACTION REVIEW PROCESS

This section provides on overview of the After Action Review (AAR) Process. An AAR should be conducted immediately following the exercise or event and should involve representatives from each participating agency. This should include information of the major events, all lessons learned, and review any new initiatives developed or identified during the exercise. The AAR should also include a discussion of all techniques, tactics, and procedures utilized during the exercise to include what went right and what went wrong. It should identify any issues and the consequences resulting from the potential outcomes of those issues. Following the AAR meetings and discussion, an After Action Report/Improvement Plan (AAR/IP) should be written which identifies areas that require improvements, the actions required, the timelines for implementing those improvements, and the organization and party responsible for this action. The AAR/IP should be shared with all stakeholders, and used to further define the plans and procedures related to race events.

> Reference: Mass Evacuation Planning Guide for Major Events, Section 3.3.4: Post Incident Review and Annex H: Exercising the Plan.

IX. PROGRAM AND PLAN MAINTENANCE

The Relocation and Evacuation Plan will be maintained, reviewed, and updated following the preparedness cycle: Plan, Train, Exercise/Respond, Evaluate and Mitigate. The Preparedness Cycle is depicted in Exhibit 2. All stakeholders should participate in each phase of this cycle to ensure that the plan reflects the current operational strategies, organizational structures, and methodologies utilized by response personnel. Following each event, training, or incident, an evaluation of all response actions and in-place mitigation measures should be performed. This will allow for the identification of areas to be sustained, improved, or added to enhance the facility's overall preparedness.

> Reference: Mass Evacuation Planning Guide for Major Events, Section 4: Program and Plan Maintenance.

Exhibit 2: Preparedness Cycle

This section provides an overview of how to utilize the preparedness cycle for maintenance of the Relocation and Evacuation Plan.

A. Training, Drills and Exercises
   - List the annual training, exercise, drill plan.

> Reference: Mass Evacuation Planning Guide for Major Events, Section 4.1: Program Maintenance and Annex H: Exercising the Plan.

B. Plan Maintenance and Revision

> Reference: Mass Evacuation Planning Guide for Major Events, Section 4.2: Plan Maintenance and Revision and Annex H: Exercising the Plan.

- List the maintenance and revision plan.

Appendix 2: Data Collection Tool

Mass Evacuation Planning Guide for Major Events
Data Collection Tool

_____ Motor Speedway
(Insert Date Completed)

Objectives of the Mass Evacuation Planning Meeting:

- Build your Relocation and Evacuation Plan if you don't have one
- Vet your Relocation and Evacuation Plan if you do have one
- Determine needed revisions or items to include in Relocation and Evacuation Plan

Facility Information	
Track Information	
Closest City & Surrounding Area	
Campgrounds	
Local Hospitals	

Listing of Relevant Plans *(MEP Template Section 3.1 – Pre-Incident Planning)*	
_____ Motor Speedway	
Exercising of Plan	
Staff During Race Weekend	

Potential Hazards/Scenarios *(MEP Template Section 3.1 – Pre-Incident Planning; Section 3.2 – Direction and Control; Section 3.4 – Event Staff Support; Annex F: Hazards and Vulnerabilities Matrix)*	
Weather: - Heat	
- Severe Thunderstorms/ Heavy Rain	
- High Winds	
- Tornado	
- Lightning	
- Hurricane	
- Other?	
Fire - Multiple Motor Homes - Track - Wildfire - Structural - Fuel	
Mass Casualty Event	
Vehicle in Stands	
Civil Disturbance	
Food Borne - i.e., Accidental Food Poisoning (mayonnaise left in sun)	
Hazmat - Highway - RV in Campground	
Terrorism: ▪ WMD	

- Explosion
- Chemical/Biological Event
- IED
- Dirty Bomb
- Bomb Threat

Plane Crash	
Unattended Package	
Unknown Substance found in or near stands (white powder, etc.)	
Suspicious Package	
Parachute Failure	
Active Shooter/Sniper	
Lost Child	
Water Supply	
Transport on Highway	
Train/Railroad Accidents (Hazmat)	
Earthquake	
Gas Pipelines	
Vehicle into Crowd	
Riot/Civil Disturbance	
Propane Explosion	
Chemical Depot or other nearby Hazardous Materials storage location	
Other?	

Command Structure/Response Organization *(MEP Template Section 2: Organizational Structure; Section 3.2 Direction and Control)*

Decontamination *(MEP Template Section 3.2 – Direction and Control)*	
Triage/Decon Areas for People	
What is the size of the contaminant – water bottle or refrigerator truck?	
Decon of Vehicles	

Evacuation/Shelter In Place Decisions *(MEP Template Section 3.1 – Pre-Incident Planning, Section 3.2 – Event Staff Support)*

Messages *(MEP Template Section 3.1 – Pre-Incident Planning)*	
Pre-Scripted Messages/Public Service Announcements	
Joint Information Center	
Information Hotline	
Family Assistance	

Signage *(MEP Template Section 3.1 – Pre-Incident Planning, Section 3.2 – Event Staff Support)*

Policies *(MEP Template Section 3.1 – Pre-Incident Planning)*

Communications *(MEP Template Section 3.2 – Direction and Control)*	
Primary Communciations	
One way communications	

Training *(MEP Template Section 4.1 Program Maintenance)*	
DHS/PSA Training	
Exercises/Training	
NASCAR Training/Guidelines	

Post Incident Review/After Action Review Process *(MEP Template Section 3.4 Recovery Planning)*	
What is the process?	
How often?	

NASCAR Initiatives

Scenario #1 –	

Scenario #2 –	

Issues/Information for Future Consideration

Appendix 3: Planning Process and Procedures

Mass Evacuation Planning Meeting
(Using the Mass Evacuation Planning Guide for Major Events, NASCAR Pilot)

Planning Process and Procedures

The purpose of the Mass Evacuation Planning Meeting is to develop an integrated joint response plan to handle any type of mass evacuation or sheltering in place situation that could occur at a NASCAR sanctioned facility. The Mass Evacuation Planning Guide (template) that was developed as a joint effort between the Department of Homeland Security (DHS) and NASCAR will be used as the guideline for developing the mass evacuation plans.

The focus of the mass evacuation planning meeting is to develop a mass evacuation plan as part of any existing emergency action plans presently in place. For those facilities that have a mass evacuation plan already in place, the template and planning process will assist in enhancing those existing plans. It is not envisioned that the Mass Evacuation Plan will be a stand-alone plan, but that it will become part of your existing emergency plans. For example, the organizational structure to respond to a mass evacuation is one of the areas that will be covered by the template, but it is envisioned that this response organization would likely be similar to the organization that deals with most other emergency situations within the facility.

The planning meeting should be facilitated by someone familiar with the track and hazards to the track. It is suggested that someone be designated to take notes during the meeting, and then provide the pertinent information on plan details, decisions made, and any outstanding planning issues to the entire planning team for their use in developing the track's Mass Evacuation Plan.

<u>Who should attend the planning meeting?</u>
All pertinent track, local, state, federal and industry planning partners should be invited to the meeting. These should include those individuals that are able to speak and make decisions on behalf of their agencies, with respect to evacuation planning, and those with knowledge of the current plans. During the course of the planning meeting, a discussion will be held regarding the right mix of members for the planning team, and a determination of who will be responsible for maintaining the plan and planning process.

Some of the local, state, federal and industry personnel and agencies to invite to participate include:

- Facility and track
- Law Enforcement
- Fire and Rescue
- Emergency Management
- Health and Safety
- Medical (health care facilities and EMS)

- Transportation (all modes, if relevant)
- Industry neighbors
- Others, as necessary and dictated by your particular track location

How should personnel and agencies prepare for the planning meeting?

- All personnel participating in the planning meetings should review any and all emergency response plans and procedures, especially those pertaining to evacuation/sheltering in place. These plans should include both the facility emergency action plans as well as the local emergency response plans, since these plans should link together.
- Review and be thoroughly familiar with the DHS NASCAR Mass Evacuation Planning Guide for Major Events, since this is the document that will be used in guiding us through these facilitated meetings.
- Review the special adjacent facilities located near your facility or within your community.
- Bring along any maps, facility diagrams, pictures, etc. of your facility and track, as well as the local area. These will be helpful in planning out such items as resource staging areas, holding areas for evacuees, transportation routes for pedestrians and vehicles, etc.
- Be familiar with the facility. For example, the numbers of seats per section, number of people that can camp/view the race from the infield, people that camp in adjacent camping grounds, etc.
- Identify possible areas for shelter in place.
- Be familiar with local area's response capability, including hospital's surge capacity.
- Send copies of existing emergency plans and procedures to DHS and SRA at least one week prior to the planning meeting so they may become familiar with response operations prior to arriving on site.
- Create a few realistic scenarios (reference Appendix 4: Sample Scenarios) to discuss during your planning meeting (see draft Planning Meeting Agenda below). The scenario discussion can be used as part of the analysis to validate the decisions made during the planning process.

Logistics requirements for the planning meeting

Logistics requirements for the planning meeting include a meeting location and minimum Audio/Visual requirements. The primary need is for a meeting space (tables and chairs) that will hold the requisite number of attendees. The meeting place should also be large enough to be able to lay our maps, diagrams, emergency plans, etc. The meeting space should include a white board or flip chart, LCD projector and screen, teleconference capability, and extension cords/power strip for computer hookup. Even though we will not need to have this in the meeting room, access to a copier and printer may be necessary.

Planning Meeting Agenda (Draft)

- Welcome and Introductions
- Purpose and Objectives of the Planning Meeting
- Review existing emergency plans and procedures
    - Discuss gaps and inconsistencies
    - How will the Mass Evacuation Plan fit into the existing plans
- Conduct site tour of track and speedway property – for familiarity purposes
- Review track and local area hazards and vulnerabilities
- Work through Planning Guideline (Template)

  - Organizational Structure
  - Concept of Operations
  - Program and Plan Maintenance
  - Annexes
- Review potential scenario incidents – discuss relocation/evacuation/shelter in place options
- Discuss next steps

Appendix 4: Sample Scenarios

The following sample scenarios were used during the track visits at the Infineon Raceway and Milwaukee Mile to validate the decisions made during the planning process.

Scenario #1 – Plane Crash

It is a perfect day for racing at Infineon Raceway on Sunday. The scheduled NASCAR race is about midway through, with no major incidents or accidents occurring and only 3 minor car crashes taking place thus far. The weather is typical for this time of year: partly cloudy; temperature in the low 80's; barometric pressure is normal; and a slight wind out of the west at about 3 mph. Attendance at the track is at peak levels, with the grand stands and all terrace seating at maximum capacity. There have been no significant events with the spectators up to this time. All law enforcement, track security, and crowd management personnel are in place and have reported normal operations.

At about midway through the race, a Cessna Citation airplane is seen flying a little low over the track, from east to west, somewhat erratically. Suddenly, the plane veers to the left and crashes into the West side of the Grandstands. It explodes and bursts into flames, and within a few seconds the western portion of the Grandstands (about 1/3 of the Grandstands) collapses. Parts of the plane, after crashing into the grand stands, are flying everywhere, with burning pieces of the wing ending up on top of the entrance to the West Tunnel. Fire and smoke are everywhere. Chaos erupts, and race fans flee in all directions, some onto the track near Turn 1, others run under and behind the still standing sections of the grandstands. The rest to the track spectators are all standing to see the disaster, with many of them leaving their seats and heading towards their vehicles. Still, many other good Samaritans (spectators) are arriving on scene trying to help with the rescue of those injured in the grand stands. Initial assessments indicate approximately 200 people are killed, and hundreds more are severely injured and badly burned.

Scenario #2 – RV Explosion and Suspicious Package

It is a very hot and cloudy day for racing at Infineon Raceway on Sunday. The scheduled NASCAR race is about to begin in about 15 minutes, with fans still moving into their seats. Most of the drivers are in their cars preparing to get started. The weather is hot and dry for this time of year: cloudy with a chance of rain; temperature in the low 90's; barometric pressure is normal; and a slight wind out of the west at about 4-5 mph. Attendance at the track is at peak levels, with the grand stands and all terrace seating at maximum capacity. All parking areas are at maximum capacity as well. All law enforcement, track security, and crowd management personnel are in place and have reported normal operations.

Just prior to the race beginning, there is a tremendous explosion in the RV parking area just behind the Turn 9 Terrace seating. A large dark cloud of smoke billows toward the track and on to the Turn 9 Terrace seating; with the fire being seen from many parts of the track. Fans race to the top of the Turn 9 Terrace to see what happened, and others start to flee. Everyone appears to be coughing, with some falling to the ground not able to breathe very well. Those fans that were still moving from the parking areas to their seats, along with those that were not planning to attend the race and remain in the RV parking area begin to flee the area in chaos. Fire and EMS crews are dispatched to respond to the explosion. It appears that dozens of persons have been injured;

numbers of deaths are not known at this time. Security and law enforcement personnel are trying to get the spectators calm and moved to another location, out of the way of the smoke and fires.

However, a few minutes after the explosion in the RV parking area, as the terrace is being evacuated, a call comes over the radio that two suspicious packages have been found near the East end of the Grandstands, attached to the girders underneath, about 20 feet above the ground.

At about the same time as the suspicious package is located, the California Highway Patrol representative in the MACC gets the alert that a hazmat incident has occurred on SR 121. A tanker truck carrying chlorine gas has collided with a car and overturned about 10 miles from Infineon Raceway. Details of this are still pretty vague, but it appears to be an accident with anther vehicle with both drivers being killed. The truck does not appear to be leaking at this time, but all precautions are being taken on scene by the California Highway Patrol.

Scenario #3 – Tornado Incident

On the evening of the NASCAR race at the Milwaukee Mile, the weather begins to change. Severe weather has been forecasted for the evening of the race, but at race time the decision was made to start the race; the race began promptly at 7:30 pm that Saturday evening with a full crowd, estimated at about 45,000. National Weather Service forecasts have identified a line of severe thunderstorms to the west of the track, about 100 miles away, moving very slowly. Clouds have moved in late in the afternoon, and the winds have been picking up for the past few hours. At about 8:15 pm, a series of severe thunderstorms and tornadoes begin moving through Waukesha County and information on this is passed on to the Milwaukee Mile EOC. There is imminent threat of a tornado and a tornado watch is issued for Waukesha. The sirens throughout Waukesha County are being sounded.

At approximately 8:50 PM a large violent tornado touches down in the southeastern section of the city of Waukesha. The tornado, up to a quarter-mile at points, moves east-northeast, remaining on the ground continuously for more than 30 miles before finally dissipating. In less then 30 minutes, 6 people are killed or mortally injured and approximately 32 are injured. The tornado will damage or destroy at least 50 homes. In addition, one (1) apartment complex, one (1) nursing home, 19 commercial buildings and 2,200 acres of farmland are destroyed. The event is a F-3 Tornado on the *Fujita Damage Intensity Scale.* Because a major transmission power line was destroyed, much of Waukesha County is without electrical power.

Due to the tornado in the adjoining county and the track of the thunderstorms, a tornado warning is now issued for Milwaukee county and other adjoining counties. The storm is now traveling east at approximately 30 miles per hour.

GO THROUGH A SERIES OF QUESTIONS ABOUT PREPARATION AT THE TRACK

At 9:15 PM the National weather service doppler radar indicated a tornado 6 miles west the Milwaukee Mile moving northeast at about 35 mph. This is a dangerous storm situation. At the track, winds have picked up significantly, now moving at about 60 mph and large hail has started falling. It is raining very heavily. At about 9:25 PM, a tornado touches down in the Milwaukee Mile infield near the south bleachers. The cars and vans parked in the immediate area are destroyed, and the tornado moves to the east tearing apart most of the south bleachers. Those persons that

remained in the bleacher and grand stand areas were heavily impacted by the tornado. The tornado continues on an eastern track ripping through the fair grounds area and taking off the siding and part of the roof of the Expo Center, leaving in tact most of that structure though. Once the tornado has passed, an assessment is conducted to verify the extent of damages. It appears that numerous persons have been injured and killed; there is extensive damage to the track, bleachers, grandstands, and surrounding buildings. Since it is dark, it will be hours before an accurate assessment can be completed.

Scenario #4 – Sniper Incident

It is a perfect day for racing at the Milwaukee Mile on Saturday evening. The scheduled NASCAR race is about midway through, with no major incidents or accidents occurring and only 3 minor car crashes taking place thus far. The weather is typical for this time of year: partly cloudy; temperature in the low 70's; barometric pressure is normal; and a slight wind out of the west at about 3 mph. Attendance at the track is at peak levels, with the grand stands and all bleachers seating at maximum capacity. There have been no significant events with the spectators up to this time. All law enforcement, track security, and crowd management personnel are in place and have reported normal operations.

At about midway through the race, one of the drivers appears to lose control of his car going into turn 3, with the car quickly spinning out of control, causing a huge pile up on turn three of the race track. Because of the size of the accident, the race is stopped and the drivers eventually return to the pits. Once the noise from the race cars dies down, someone reports hearing shots fired from somewhere in the grandstand area. It appears that spectators are being shot at random from someone located in the VIP section. A number of people have been shot during the past few seconds. At about the same time as this is being reported to the EOC, fans begin to quickly exit the bleachers and grand stands in a panic, with a number of younger children being knocked over in the quick exit. Shots continue to ring out and it appears now that the sniper is shooting randomly at spectators located in the various bleacher seats. Another report is received that the driver of the car that lost control had been shot and killed; thus causing the crash.

After 15 minutes of the initial shooting episode, a large explosion is heard in the north end of the track, causing a huge fire and tremendous damage to the north bleachers and surrounding area. It appears the one of the large propane tanks had just exploded. Everyone within the track and fair grounds area are in a panic and are running to get to their cars to leave the area. The north section of the track and north bleachers area are on fire from the explosion.

Shortly after the explosion, the County EOC receives a phone call from the apparent shooter indicating that he has 5 hostages in a VIP suite and he is wired with explosives. No law enforcement personnel are to come close to the suite; he has 3 other persons working with him that are observing the immediate area and that if anyone comes close, he will detonate the explosives. "I just blew up your propane tanks and can cause further damage if you like." The shooter hangs up; no demands have been made at this time.