National Special Security Events

Transportation Planning for Planned Special Events

U.S. Department of Transportation
Federal Highway Administration

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16. ABSTRACT
Unique among planned special event activities are those events that carry the National Special Security Event (NSSE) designation. NSSEs occur with some frequency, with 35 of these events held between September 1998 and February 2010. These events include, but are not limited to, presidential inaugurations, presidential nominating conventions, major sports events such as the Super Bowl, and major international meetings such as the G-20 Summit.

The US Secret Service (USSS) designates these planned special events due to the Secret Service's responsibility for operational security for events of national significance. In most cases, NSSEs affect the transportation system for the jurisdiction in which the NSSE occurs. This document provides a transportation overview of NSSEs. As part of that transportation perspective, the document includes lessons learned from previous NSSEs, two transportation-focused case studies of two recent NSSEs, a checklist to assist transportation practitioners as they prepare for and execute an NSSE, a playbook that identifies key transportation activities for an NSSE, an NSSE fact sheet, a template as an aid to provide information about an NSSE to appropriate groups in both the planning and implementation phases of these events, and a resource directory. The primary audiences for this document are state departments of transportation (DOTs) and local transportation, public works, and law enforcement agencies responsible for planning and executing transportation for NSSEs.

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National Security Special Events (NSSEs) occur with some frequency, with 35 of these events held between September 1998 and February 2010. NSSEs include, but are not limited to, presidential inaugurations, presidential nominating conventions, major sports events such as the Super Bowl, and major international meetings such as the Group of 20 (G-20) Summit.

The US Secret Service (USSS) designates these planned special events as NSSEs due to the Secret Service's responsibility for operational security for events of national significance. Once an event receives an NSSE designation, the USSS relies on partnerships with federal, state, and local officials to provide a safe and secure environment for the event and for those in attendance. In most cases, the NSSE affects the transportation system for the jurisdiction in which the NSSE occurs. The Federal Highway Administration (FHWA) is providing this document to assist state departments of transportation (DOTs) and local transportation, public works, and law enforcement agencies in planning and executing transportation for NSSEs.

This document is a compendium of research from a variety of sources and interviews with numerous individuals who have been involved with NSSEs. The document provides a transportation overview of NSSEs and includes:

- Lessons learned and good practices from previous NSSEs
- Transportation-focused case studies of the 2009 G-20 Summit and the 2008 Democratic National Convention including references for further information
- A "playbook" providing more detailed information about transportation activities for an NSSE
- A fact sheet providing an overview of an NSSE
- A fact sheet template as an aid to provide information about an NSSE to appropriate groups in both the planning and implementation phases of these events
- A resource guide with contacts who can provide their perspectives on NSSEs in which they were involved
- A list of references for further information.

Please direct any inquiries, information, suggested improvements, and requests for copies to the U.S. Department of Transportation, Federal Highway Administration, Office of Operations, Emergency Transportation Operations Team, 1200 New Jersey Avenue, SE, Washington, DC 20590, or via email to *ETO@dot.gov*.

Section 2.0 Lessons Learned and Good Practices from the NSSE Practitioner Web Conference *September 30, 2009*

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INTRODUCTION TO SECTION 2.0

NSSEs are public events that are deemed to require national-level security planning. NSSEs are not infrequent events. According to a November 2007 Congressional Research Service report, 27 NSSEs were held between September 1998 and February 2007 in 14 US cities.

Several factors are taken into consideration when designating an event as an NSSE including:

1. Anticipated attendance by dignitaries
2. Size of the event
3. Significance of the event.

When an event is designated an NSSE, the US Secret Service assumes its mandated role as the lead federal agency for the design and implementation of the operational security plan and federal resources are deployed to maintain the level of security needed for the event and the area. The goal of such an operation is to prevent terrorist attacks and criminal acts. Since 1998, the Secret Service has led federal security operations for a range of major events including the 2005 Presidential Inauguration, the 2004 and 2008 Republican and Democratic National Conventions, President Ronald Reagan's State Funeral in 2004, President Gerald R. Ford's State Funeral in 2007, and the last four State of the Union Addresses.

The Secret Service is responsible for planning, directing, and executing federal security operations at designated NSSEs. The Secret Service also provides federal, state, and local law enforcement partners, who provide substantial critical support to the mission, with the necessary guidance and training regarding their role in the overall operational security plans.

The Secret Service regularly sponsors training seminars for command-level law enforcement and public safety officials from jurisdictions all over the country to provide fundamental principles for managing security aspects of major events and strategies for reducing vulnerabilities related to terrorism and other criminal acts. Seminars discuss key strategies and lessons learned from past events. The Secret Service will also provide training to local police departments on how the Secret Service wants traffic control conducted for the NSSE.

For NSSEs, the Secret Service relies on existing partnerships with federal, state, and local law enforcement and public safety officials to coordinate participating agencies in providing a safe and secure environment for the event and those in attendance.

The general phases of an NSSE include:

- **Planning for the event—**Planning should begin as early in the process as possible, ideally 12 to 18 months before the date of the event, if possible. This phase involves identification of resources and funding; lead agency collaboration with other partners and stakeholders; regular meetings with team members, partners, and stakeholders; development of detailed transportation and communication plans; training; and outreach.
- **Event execution—**Thorough and continuous communication, staffing, coordination, monitoring, and reporting are critical during the actual execution of the event. This involves keeping police and staff on extended stays, sending media alerts and using intelligent transportation system (ITS) devices to distribute information on road closures, having agency staff or field technicians conduct on-site observations to ensure key operational areas are functioning properly, credentialing, and more. It also involves tracking time and finances.
- **Post-event/after-action—**Post-event activities involve coordination, clean-up, reopening closures, and after-action review. Comprehensive review of the NSSE's successes and areas needing improvement can help develop successful practices for future events.

Throughout the phases of an NSSE, timely and effective planning, training, coordination, communication, and outreach are critical to its success.

The purpose of this document is to institutionalize the information learned from the previously held NSSEs to provide those who will host NSSEs in the future with the knowledge they will need to carry out their responsibilities in these federally managed events. The primary focus of this document is on managing the surface transportation system as part of an NSSE.

The information in this summary was gathered through an FHWA-sponsored Web conference with participants involved in previous NSSEs as well as through published reports and presentations on the various events. The event and the source of the information are cited throughout the document.

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ACRONYMS

AAR	After-Action Report
APEC	Asia-Pacific Economic Cooperation
BENS	Business Executives for National Security
CCTV	Closed-Circuit Television
CEPP	Colorado Emergency Preparedness Partnership
DNC	Democratic National Convention
DOT	Department of Transportation
EOC	Emergency Operations Center
EMS	Emergency Medical Services
ESF	Emergency Support Function
FHWA	Federal Highway Administration
G-20	Group of 20 Finance Ministers
HAR	Highway Advisory Radio
IAEM	International Association of Emergency Managers
ICS	Incident Command System
ITE	Institute of Transportation Engineers
ITS	Intelligent Transportation System
JIC	Joint Information Center
MACC	Multi-Agency Communications Center
MassDOT Highway Division	Massachusetts Department of Transportation, Highway Division
MBTA	Massachusetts Bay Transportation Authority
MLB	Major League Baseball
MnDOT	Minnesota Department of Transportation
NFL	National Football League
NIMS	National Incident Management System
NRF	National Response Framework
NSSE	National Special Security Event
PennDOT	Pennsylvania Department of Transportation
RNC	Republican National Convention
TMC	Traffic Management Center
WTO	World Trade Organization

PLANNING FOR THE EVENT

Good Practices

The Big Picture

- Resources and funding must be identified to agencies well in advance of the event. (2004 Democratic National Convention [DNC], *2004 DNC After-Action Report*)
- Develop a Local Host Committee including people from local businesses, the Chamber of Commerce, taxis, buses, etc. Brief them so that they can do a good public relations job and bring back information on reservations for different parties affiliated with the event. (Major League Baseball [MLB] All-Star Game, *NSSE Web Conference*)
- The Special Event Committee and Local Host Committee work very closely to make sure that there is a good communication network with all of the people that do business in the event and party areas when it's around an All-Star game or other major event. (MLB All-Star Game, *NSSE Web Conference*)
- Invite the railroads to participate in the Special Events Committee. (Various events in Seattle, *NSSE Web Conference*)
- Secret Service got involved in the planning process in September 2007, which gave the City of Denver 6 months to do their internal planning first and make sure everyone was on the same page (*2008 DNC, The 2008 DNC—Lessons Learned for Emergency Management, International Association of Emergency Managers [IAEM] Annual Conference*)
- Plan for any ancillary events. (2004 Super Bowl, *NSSE Web Conference*)
- Build on existing plans and procedures. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference)*
- Integrate National Incident Management System (NIMS)/Incident Command System (ICS) early on into all planning and execution efforts. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After-Action Report*)
- Consolidate all command elements in one facility. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After-Action Report*)
- Continue to support the regional approaches to incident management as evidenced by the successes in the two regional centers. (2004 DNC, *2004 DNC After-Action Report*)

Internal Management Issues

- Get early buy-in from senior leadership. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Put out a notice a few months in advance of an event that no vacations are allowed for certain groups of people who need to work on the NSSE event during that time. Work with the union on the shift changes. (2008 Republican National Convention [RNC], *NSSE Web Conference*)
- Cut the leave for DOT staff and bring in people from other district areas for heavy equipment in case it is necessary to close other ramp systems to flush out the city during an evacuation. (2004 DNC, *NSSE Web Conference*)

Outreach

- Conduct outreach to employers related to shift changes including City staff. (Various events in Seattle, *NSSE Web Conference*)
- Before the event, conduct a "road show" tour with transportation officials, members of the state police department, and the event planners to explain to civic groups, local police and fire, etc. what the transportation plans are, how they will be implemented, and how to make the best of it. (2004 DNC, *NSSE Web Conference*)

- After finalization of the transportation plan, conduct a press conference before the NSSE to tell the public about the plan. (2009 G-20 Summit, *NSSE Web Conference*)
- Get the word out days before the event, so that people know and are excited about it. Let businesses know that if they are in the security perimeter, they will not have access to their businesses during the event. (2009 President/ Vice President Elect Visit, *NSSE Web Conference*)
- Consider economic realities and fiscal constraints when planning for an NSSE so that the event has a positive financial impact on the city and community. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After-Action Report*)

Secret Service

- Have Secret Service investigate all active construction projects to check their security. Have contractors with active construction projects along the route shut down during the event. (2009 G-20 Summit, *NSSE Web Conference*)
- Work with building owners and parking garage owners to clear out all of the cars and have a security team from Secret Service and the police do sweeps of any building that has line of sight into the event area. (2009 President/ Vice President Elect Visit, *NSSE Web Conference*)
- Have Secret Service use the bomb dogs to check vehicles in the area. (2004 Super Bowl, *NSSE Web Conference*)

Secret Service Clearance Issues

- Secret Service clearance may be required for everyone in the building. Identify who those people are early in the process to get the clearance. (2009 President/Vice President Elect Visit, *NSSE Web Conference*)
- Determine whether clearances are needed for Operations staff present during the event itself. (2009 President/ Vice President Elect Visit, *NSSE Web Conference*)
- Require everyone in the Multi-Agency Coordination Center (MACC) to have Secret Service clearance, except those workers whose work is before and after the event. (2009 G-20 Summit, *NSSE Web Conference*)
- Require clearances for everyone including grounds keepers and parks and recreation. Use perimeter security and magnetometers. (Asia-Pacific Economic Cooperation [APEC] Conference, *NSSE Web Conference*)
- Require Management to also get clearances along with the staff in Mobile Command Centers. (2000 DNC, *NSSE Web Conference*)

Training

- Conduct a full-scale exercise one month prior to the event to provide a similar setup and operation. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After-Action Report*)
- Training should include all the agencies that will operate together as early in the process as possible. (2004 DNC, *2004 DNC After-Action Report*)
- Continued support of multi-agency training and exercise initiatives on a regional basis will also provide the opportunity to build on the relationships and teamwork that have been developed in the preparation and response to the NSSE. (2004 DNC, *2004 DNC After-Action Report*)
- Hold tabletop exercises. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to Institute of Transportation Engineers [ITE] 2009, Phoenix*)
- The entire Denver Public Works staff, upper management through utility workers, were trained in NIMS and ICS alongside traditional first responders. (2008 DNC, *Public Works Staff phone interview*)
- Attended the FHWA's planned special event conference. Other staff were sent to the training using that. Thathelped, as well as working with other people who had gone through the bumps and bruises. (2008 RNC, *NSSE Web Conference*)

Institutional

- Work with regional partners to establish critical parameters for the development of plans, including a timeline for plan development and common planning assumptions. This timeline should allow sufficient time to identify gaps among plans, conduct any necessary exercises, and provide training to senior officials and key operational personnel. (2009 Presidential Inauguration, *2009 Presidential Inauguration Regional After-Action Report Summary*)
- Federal agencies (national level offices) need to work with local, state, and federal (regional) agencies considering that these agencies have localized experience and knowledge. (2004 DNC, *2004 DNC After-Action Report*)
- In any large-scale event, state agencies need to be involved early in the process, if for nothing else but to offer acapability briefing on resources, assets, and personnel. (2004 DNC, *2004 DNC After-Action Report*)
- Establish a State Working Group as a standing committee for special events and meet at least quarterly. (2004 DNC, *2004 DNC After-Action Report*)
- The State Working Group also considers the early inclusion of the core state agencies into the planning process one of the reasons the coordination in the statewide strategy for this event was so successful. (2004 DNC, *2004 DNC After-Action Report*)
- Planning and execution involved many partner agencies including 18 from the City of Denver, 57 other local agencies, 6 state agencies, 11 federal agencies, 5 non-government agencies, and 4 private sector organizations. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference)*
- Establish and maintain effective public safety partnerships early on in the planning process to give ample time for staff and leadership to develop trust of each other and understand unique needs. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After-Action Report*)
- The existing protocols of local government requests to state government before a federal NSSE request must be reinforced. (2004 DNC, *2004 DNC After-Action Report*)
- Denver had 18 planning subcommittees, one of which was transportation. Each had a federal and local co-chair and in some cases a state co-chair depending on the state's level of involvement in that area. Met bi-weekly for a year. (2008 DNC, *2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Roles for non-traditional agencies must be considered and be inclusive. (2004 DNC, *2004 DNC After-Action Report*)

Event-Specific

- Establish formal, institutionalized processes for coordinating and validating plans among partners. This should include processes for establishing common planning assumptions and identifying interdependencies among plans. (2009 Presidential Inauguration, *2009 Presidential Inauguration Regional After-Action Report Summary*)
- Develop common plan templates to promote the regional integration and coordination of plans. (2009 Presidential Inauguration, *2009 Presidential Inauguration Regional After-Action Report Summary*)
- Encourage businesses to work out of satellite locations. (2009 G-20 Summit, *NSSE Web Conference*)
- Burnsville identified two potential protester targets within the city limits of Burnsville that could potentially result in a civil disturbance or mass arrest situation. The National Emergency Management Network incident tracking and mapping software allowed city personnel to quickly and easily pre-plan graphically for this potential, and by integrating location information, pictures inside and outside buildings allowed officers to be prepared in the event the protests materialized. (2008 RNC, *Burnsville article: "National Emergency Management Network Aids Local Law Enforcement during Republican National Convention"*)
- The Mayor briefs the City Council on any event that may use City resources so that politicians have a chance to review expenditures in the pre-event planning. (World Trade Organization [WTO], Various others in Seattle, *NSSE Web Conference*)

Transportation

- Participate on the traffic, public works, and public relations teams. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009, Phoenix*)
- Indicate in the traffic control plan that State Police should close parkways during peak period traffic for motorcades as dignitaries are driven to the event. (2009 G-20 Summit, *NSSE Web Conference*)
- Widely distribute detailed traffic/transportation plans to the emergency operations center (EOC) and other cooperating agencies. Plans should be flexible to be modified "just in time" as conditions require. (2008 DNC, *Public Works Staff phone interview*)
- Publicize information on road closures/detours in advance to the public. Delegate and dignitary transportation plans should not be public and should be managed/coordinated with the traffic management center (TMC) in real time. (2008 DNC, *Public Works Staff phone interview*)
- Evaluate options for improving modeling of the impacts of surface transportation plans during special events. (2009 Presidential Inauguration, *2009 Presidential Inauguration Regional After-Action Report Summary*)
- Prepare a well-developed communications plan for the TMC/Command Center. The TMC coordinates with the EOC who coordinates with the Joint Information Center (JIC) as needed. Field personnel communicate information to the TMC as needed for coordination. (2008 DNC, *Public Works Staff phone interview*)
- Ensure emergency access to the major medical centers. (Various events in Seattle, *NSSE Web Conference)*
- Work with the local hospitals to ensure they are aware of road closures so that they can advise their ambulance drivers to reorient their access routes. (2009 President/Vice President Elect Visit, *NSSE Web Conference*)
- Make sure the Fire Department and Emergency Medical Services (EMS) are aware of closures well in advance so that they can adjust operations. (2004 Super Bowl, *NSSE Web Conference*)
- Ensure coordination between the transportation roadside and the transit system (e.g., in terms of how to best accommodate buses) and encourage the use of public transit. (2004 DNC, *NSSE Web Conference*)
- Hold off on re-franchising cabs to assess their performance during the event. (2000 DNC, *NSSE Web Conference*)
- Require licensed cabs to undergo a security check. (2000 DNC, *NSSE Web Conference*)
- To discourage price gouging, hold a meeting with the cab companies to inform them of the rules. (Various events in Houston, *NSSE Web Conference*)
- Bus parking and passenger transit plans for special events should include provisions for delivery of human services and first aid to passengers in the event of inclement weather. This may be achieved through the deployment of additional aid stations or the re-positioning of existing stations. (2009 Presidential Inauguration, *2009 Presidential Inauguration Regional After-Action Report Summary*)
- Create taxi and bus staging areas. (2004 Super Bowl, *NSSE Web Conference*)
- Determine whether limousines will play a big part, and designate a place for them. (2004 Super Bowl, *NSSE Web Conference*)
- Do not allow buses in the secure zone. (2009 G-20 Summit, *NSSE Web Conference*)
- Create an emergency bus lane—to control access for train lines that have to get off the rail and onto buses and into the city. (2004 DNC, *NSSE Web Conference*)
- Develop a plan in case of a terrorist event in the area. Have alternate staging areas in case primary stops are impacted. (2004 DNC, *NSSE Web Conference*)
- Add signs in advance for taxis, buses, and limos to direct them to staging locations. (2004 Super Bowl, *NSSE Web Conference*)
- Install Qwick Kurb to establish an emergency/bus lane. (2004 DNC, *DNC Traffic Management Plan*)
- Use "zipper lane" to establish emergency/bus lanes. (2004 DNC, *DNC Traffic Management Plan*)

- In an effort to entice DNC delegates and participants to use public transit, the Massachusetts Bay Transportation Authority (MBTA) created a DNC Transportation pass. (2004 DNC, *Presentation on Transportation Planning for the 2004 DNC Fleet Center, Boston*)
- MBTA marketed three Park and Ride lots to provide an alternative to driving into Boston. (2004 DNC, *Presentation on Transportation Planning for the 2004 DNC Fleet Center, Boston*)
- Remind truck drivers that State Police Inspection Teams will be out in full force doing random security checks of all commercial vehicles. (2004 DNC, *Presentation on Transportation Planning for the 2004 DNC Fleet Center, Boston*)
- Work with the local Trucking Association to get the word out ahead of time, but also use message boards at key Interstate junctions and Highway Advisory Radio (HAR) systems to notify the commercial motor vehicle community of the inability to travel through the city during the event. (2004 DNC, *NSSE Web Conference*)
- In terms of personnel, cut the leave for DOT staff and bring in people from other district areas for heavy equipment to close ramp systems to flush out the city in case of an evacuation. Have people/equipment stationed to support such needs. (2004 DNC, *NSSE Web Conference*)

Technology

- During the implementation, provide all of the federal agencies with their control panels, and locate all of the public agencies and police, fire, etc. in one room. (2004 Super Bowl, *NSSE Web Conference*)
- Combine all traffic and security cameras onto a fiber system and bring the images to each command center location. There could be issues if there is no system to pull them all together. Set up a process for one piece of software that can access all cameras. (2008 RNC, *NSSE Web Conference*)
- Technology training and establishing user rules should start as early in the preparedness cycle as possible. (2004 DNC, *2004 DNC After-Action Report*)
- Identify and select a secure information sharing system/tool to share draft plans, information, and updates among planners throughout the NSSE planning process. This system/tool should be designed to provide planners with greater visibility into the status of efforts in other jurisdictions and other functional areas so that they can identify interdependencies and gaps. (2009 Presidential Inauguration, *2009 Presidential Inauguration Regional After-Action Report Summary*)

Gaps

- A single Incident Action Plan and Situation Report format needs to be developed. (2004 DNC, *2004 DNC After-Action Report*)
- NIMS/National Response Framework (NRF) adherence was important. Secret Service does not use NIMS, which can create some terminology differences and potential misunderstandings. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference)*
- The ICS and Unified Command must be used to minimize confusion of command and control by all agencies. (2004 DNC, *2004 DNC After-Action Report*)

Lessons Learned

The Big Picture

- It is critical to ask the right questions up front to help in planning for the event. Coordinate with other cities who have previously hosted similar events to learn what questions to ask and what to expect. (MLB All-Star Games, 2008 RNC; *NSSE Web Conference*)
- There are a lot of differences with each event and in each location, but there are enough similarities in previously held NSSEs for the information shared to be useful. (2008 RNC, *NSSE Web Conference*)
- Advance studies (e.g., a 2-year-out Super Bowl study was able to observe two earlier Super Bowl locations) can allow the planning team the chance to observe other locations hosting similar events and provide the platform to

make the event safe and efficient. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After-Action Report*)

- There is a constant need to be prepared to be agile enough to change at a moment's notice. (2008 DNC, *NSSE Web Conference—mentioned in presentation at ITS World Congress 2008, New York*)
- Events aren't static. You plan them as if they were, but when you're getting into operational mode, it's constantly moving. So all plans have to be adjusted and manipulated, particularly at the municipal level. (Various events in Seattle, *NSSE Web Conference*)
- The year to plan for the event was beneficial in a coordination process. (2004 DNC, *2004 DNC After-Action Report*)
- The Colorado Department of Transportation spent 8 months planning for the use of the Pepsi Center as the primary venue and 1 month to plan for the use of Mile High Stadium when the decision was made to add that venue. The City planning team worked on the use of the Pepsi Center for over a year and the Mile High Stadium for almost 2 months. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Everyone has their own set of expectations, particularly at the national level. It is important not to get too focused on minute points, instead of understanding the overall expectations of the Secret Service or other agency. It is important to get a good overview of the event from an expectation viewpoint, rather than focusing on street-level detail. (Various events in Seattle, *NSSE Web Conference*)
- Regional EOCs improved the coordination among participating communities and services. (2004 DNC, *2004 DNC After-Action Report*)
- MACC provided coordination for the NSSE. (2004 DNC, *2004 DNC After-Action Report*)
- Establish and communicate clear roles of the MACC versus EOC versus Joint Operations Center. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After-Action Report*)
- Have written procedures and protocols. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009 Phoenix*)
- Include all Emergency Support Functions (ESFs)/Disciplines. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Ensure NIMS/NRF adherence. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Plan for large and small-scale events. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Share law enforcement information. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Plans were either viewed as too comprehensive or not comprehensive enough. (2004 DNC, *2004 DNC After-Action Report*)
- Deadlines to provide data were not always met. (2004 DNC, *2004 DNC After-Action Report*)
- Print deadlines made creating current data documents a challenge. (2004 DNC, *2004 DNC After-Action Report*)
- Do a thorough job of tracking all costs to seek reimbursement. Consider assigning someone who is business focused to do that tracking as their main duty. (2008 RNC, *NSSE Web Conference*)
- A significant number of "last minute" changes were requested. (2004 DNC, *2004 DNC After-Action Report*)

Internal Management Issues

- Obtain early buy-in from senior leadership. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Plan for use of additional staff to work as runners, food, preparing reports, etc. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After Action Report*)

- Plan for additional surge capacity for Public Works and Public Works related tasks. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After Action Report*)

Outreach

- Direct contact with the media helps in terms of the communication and distribution of accurate information to the public. (2008 RNC and various events in Seattle, Minnesota, Baltimore; *NSSE Web Conference*)

Secret Service

- Secret Service frequently want to talk to the police more than transportation. (Various events in Seattle, *NSSE Web Conference*)
- Secret Service, St. Paul Police Department, and Federal Bureau of Investigation (FBI) were respectful on how to accomplish the traffic control. They explained what they wanted to happen and then let the state agency figure it out. Need to aim for that kind of relationship. (2008 RNC, *NSSE Web Conference*)
- You can say no to the Secret Service. (2008 RNC, *NSSE Web Conference*)

Secret Service Clearance Issues

- Don't underestimate the dynamics and demand for credentialing. Plan for more resources in this area than you think you might need. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After-Action Report*)

Training

- Training is key. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Ensure the right people come to training. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Conduct training and tabletop exercises (test your plans). (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009 Phoenix*)
- The entire planning team, including Public Works/Transportation, went to Emmitsburg for the Federal Emergency Management Agency's Integrated Emergency Management course. (2008 DNC, *Public Works Staff phone interview*)
- A planning issue was that interagency training came very late in the process; this was critical to the National Guard as they are a "part-time" force. Therefore, advance notice is required to ensure Massachusetts Air National Guard planning into the training cycle. (2004 DNC, *2004 DNC After-Action Report*)
- Joint training exercises, particularly with the National Guard, were very beneficial to integrated operations. (2004 DNC, *2004 DNC After-Action Report*)

Institutional

- Know your counterparts in your sister agencies and cities and counties. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009 Phoenix*)
- Partnerships are invaluable with other agencies. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009 Phoenix*)
- Transportation doesn't do much without police partnership. Police have a different viewpoint on things than planners and traffic management people. They are the ones on the ground for the city transportation issues, and that needs to be respected in terms of the overall planning. (Various events in Seattle, *NSSE Web Conference*)
- Overlapping jurisdiction was a major issue of transportation response to the DNC security plan. (2004 DNC, *2004 DNC Briefing for Commissioner*)
- Needed to develop a unified traffic response to the security plan. (2004 DNC, *2004 DNC Briefing for Commissioner*)

- Teamwork based on pre-existing and new interagency relationships attributes to the ease of operational response and integration. (2004 DNC, *2004 DNC After-Action Report*)
- The "dual hat" status for the joint military coordination was viewed as successful and a very positive innovation. (2004 DNC, *2004 DNC After-Action Report*)
- The consequence management subcommittee was credited with the coordination process being workable. (2004 DNC, *2004 DNC After-Action Report*)
- Late deployment and releasing of certain federal assets was a challenge to state and local coordination. (2004 DNC, *2004 DNC After-Action Report*)
- There was concern that at times federal agencies were communicating directly with local government and not involving state agencies. (2004 DNC, *2004 DNC After-Action Report*)
- Coordination between private and public agencies was regarded as successful. (2004 DNC, *2004 DNC After-Action Report*)

Event-Specific

- Protests and their proximity to the event location can be an issue. (2009 G-20 Summit, 2000 DNC; *NSSE Web Conference*)
- For events like the MLB or Goodwill Games that impact the entire city, an EOC is implemented for which the same sort of personnel would be involved on the communications side as with any other event, from an earthquake to a major disaster. (MLB All-Star Games, various others in Seattle; *NSSE Web Conference*)
- There are often "followers" of events who expect extra treatment (e.g., the Budweiser horses wanting to do a parade). (MLB All-Star Games, *NSSE Web Conference*)
- You can't have enough motorcycle police available and assigned for escorts. (APEC and National Governor's Association, *NSSE Web Conference*)
- Deploying licensed cabs outside the event can help a lot. (2000 DNC, *NSSE Web Conference*)

Transportation Needs

- All options to the security plan had very dramatic consequences to the regional highway and local roadways, commuter rail and subway systems. (2004 DNC, *2004 DNC Briefing for Commissioner*)
- There was not enough time in the process to develop detailed travel models. (2004 DNC, *2004 DNC Briefing for Commissioner*)
- More than 162 ambulances entered the closed portions of the roadways and required credentialing for access into the hard zone, a restricted area that is only accessed by tickets or credentials. Only one had any difficulty at the checkpoint; it was determined it was not related to the road closures but to a detour due to a water main break. (2004 DNC, *2004 DNC After-Action Report*)

Technology Needs

- Develop the process first and software second; develop/provide Just-In-Time training and guidance on what to enter, not just how. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Develop a camera system that provides access into every agency's cameras (airports, highway, transit system, turnpike, as well as those set up in the city for security). Watching the traffic volumes helped to make decisions on the timing of the closure of the highway system. (2004 DNC, *NSSE Web Conference*)
- Modifying software to "unpublish" certain cameras so that they are not available to the public or the media (but still visible to the TMC) can be a big help. (2008 RNC, *NSSE Web Conference*)

Gaps

- Have a representative from the National Football League (NFL) in the Unified Command at the MACC. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After Action Report*)
- Strict ICS and Unified Command concepts were not exclusively used. (2004 DNC, *2004 DNC After-Action Report*)
- The lack of a JIC in the event of a major incident was only identified late in the planning process. (2004 DNC, *2004 DNC After-Action Report*)
- Not all agencies provided situation reports. (2004 DNC, *2004 DNC After-Action Report*)
- Neither single format nor a single event Incident Action Plan or Situation Report were produced. (2004 DNC, *2004 DNC After-Action Report*)

Miscellaneous

- Hold regular coordination meetings in advance among stakeholders. Coordination meetings provide the opportunity not only to coordinate upcoming events, but also to cement relationships among the agencies and groups that participate in the meetings. Organized meetings where the participants get to know each other and learn how to communicate and work together set the stage for day-of-event activities. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Understand that each agency operates in a manner that is consistent with its own goals and operational concepts. It is important to learn what these goals are and keep them in mind when moving forward with an event. Developing understanding on both the institutional and the individual levels contributes to well-coordinated planning for special events on both regional and local basis. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Develop a contingency plan for evacuation of the venue. Pre-planning evacuation-related messages for dynamic message signs and pre-recording HAR messages are components of an evacuation plan. It is also important to know the chain of command and plan for communication among emergency responders in the event that contingency measures need to be implemented. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Coordinate with construction programs at the state, county, and local levels to ensure that there are no planned construction projects scheduled to occur on the day of event. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- When planning, remember the needs of local citizens as well as event attendees. It is important to recognize the importance of keeping event participants out of local neighborhoods by closing off streets in residential areas. It is also important to remember that local citizens may need to move around the venue area during events. The needs of both event attendees and local residents should be considered when adjusting signal timing plans. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Communicate with neighboring localities and counties and coordinate with them as necessary to establish alternate routes in their jurisdictions. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Consider approaching other localities or state agencies about borrowing dynamic message signs or other equipment. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Put portable dynamic message signs in place several days prior to the start of a planned special event to inform motorists of the event and give them sufficient time to find and become familiar with alternate routes. This practice can reduce the number of local motorists who are using the roadways that serve the event and contribute to decreased traffic delays associated with the event. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Place dynamic message signs on outlying roadways that lead into event areas to provide a decision-point strategy for travelers who wish to avoid the event area. This placement can improve ease of travel throughout the region on the day of event. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Take time to plan message content. By reviewing the quality, accuracy, and impact of pre-event message content on the travel patterns of a community, planners can craft messages that maximize the value of the signs to both local and visiting motorists. (*ITS for Planned Special Events: A Cross-Cutting Study*)

- Test equipment thoroughly before the day of event. If a new piece of equipment will be used for an event, it is important to set it up and test it in advance of the event so that any problems or failures can be resolved ahead of time. Older equipment should also be checked prior to deployment to ensure it is in reliable working condition. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- The WTO did not come through the City's Special Events Committee, and as a result, the event was more challenging. (WTO, *NSSE Web Conference*)

EVENT EXECUTION

Good Practices

The Big Picture

- First use of Emergency Support Function 18 incorporating among others, Business Executives for National Security (BENS), creating a public-private partnership in emergency management. (2004 DNC, *DNC Traffic Management Plan*)
- A spin-off of the national group called BENS was formed in Denver. They were called the Colorado Emergency Preparedness Partnership (CEPP). It was a volunteer organization of interested businesses in the downtown area. They had a single representative in the EOC to assist with private sector coordination. They proved to be a very valuable resource. One example was that the day before the DNC started, the Secret Service asked for a list of all downtown construction sites and what sort of materials they had on them. CEPP made the contacts and put the list together within 24 hours. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Stay focused on the primary mission throughout the execution period. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After-Action Report*)
- Have random searches of all baggage, briefcases, packs, and boxes. (2004 DNC, *Presentation on Transportation Planning for the 2004 DNC Fleet Center, Boston*)

Internal Management Issues

- Keep police and staff on very extended stays, as shifting staff in and out could present a security issue. (2000 DNC, *NSSE Web Conference*)
- Man the Incident Command Center in your TMC 24/7, Wednesday through Friday. (2009 G-20 Summit, *NSSE Web Conference*)
- Station personnel at the MACC. (2009 G-20 Summit, *NSSE Web Conference*)
- State Police played a major role in assisting each agency with adequate staffing to support roadway, bridge, and tunnel assets. (2004 DNC, *2004 DNC Briefing for Commissioner*)

Outreach

- Send media alerts, and have media distribute information. (2008 RNC, *NSSE Web Conference*)
- Used ITS devices to alert motorists to the ramps that would be closed into the City of Pittsburgh off of the Interstate. (2009 G-20 Summit, *NSSE Web Conference*)
- The downtown district sends an e-mail blast to all of the businesses and downtown workers to inform them on road closures. (2004 Super Bowl, *NSSE Web Conference*)
- Use Twitter to report on road closures. (Various events in Seattle, *NSSE Web Conference*)

Training

- Review and coordinate processes that allow access to closed roads during NSSEs. In conducting this review, ESF-1 should leverage planned efforts to better incorporate modeling to assess and exercise road closing

scenarios in special events. (2009 Presidential Inauguration, *2009 Presidential Inauguration Regional After-Action Report Summary)*

Event-Specific

- Work with event organizers to use "back door" routes that few people know of as a way to get dignitaries to and from the event. Have that access be separate from public access into the facility. (2004 Super Bowl, *NSSE Web Conference*)
- Stop freight when dignitaries are in the City. (2009 G-20 Summit, *NSSE Web Conference*)
- Sweep all delegate buses and place a uniformed officer on board. Also sweep transit buses and keep them in a secure parking area when not in operation. Have Transit Police at subway stations, and conduct random bag checks throughout the event. (2004 DNC, *NSSE Web Conference*)
- An army of yellow-shirted volunteers served as local ambassadors and provided assistance to delegates and regular, occasional, and new users of the T. (2004 DNC, *DNC Traffic Management Plan*)

Transportation Needs

- Have extra motorist response vans and tow trucks staffed throughout the week to keep traffic moving. (2004 DNC, *Presentation on Transportation Planning for the 2004 DNC Fleet Center, Boston*)
- Extend Service Patrol hours during the event. (2009 G-20 Summit, *NSSE Web Conference*)
- Other area Public Works/Traffic Engineering agencies shared resources with the City of Denver Public Works department when requested. Had already established a strong working relationship among agencies through the Metropolitan Planning Organization. They meet quarterly and coordinate traffic signal timing across jurisdictional boundaries. (2008 DNC, *Public Works Staff phone interview*)

Technology Needs

- They had 20-plus active operations centers. One was the TMC. They each had clearly defined roles and responsibilities and the communications plan was very important. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- The TMC was one of five Command Centers. Denver Police Department field commanders and representatives of other area law enforcement agencies were located in the TMC. Sixty-four simultaneous video views were shared with the EOC and Colorado DOT's TMC, and a temporary connection was added to the MACC for the event. Denver's TMC has 150 cameras and access to Colorado DOT's camera network. (2008 DNC, *Public Works Staff phone interview*)
- They had some fake calls on incidents, but used cameras to help determine whether the threats were real. (2008 RNC, *NSSE Web Conference*)
- Send traffic cameras from the TMC to the MACC and State Police. Have State Police man the cameras inside the TMC 24/7. (2009 G-20 Summit, *NSSE Web Conference*)

Lessons Learned

The Big Picture

- Mandate regular, daily briefs at the beginning of each operational period with introductions. The Department of Public Works needed additional resources. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After Action Report*)
- Confirm information flow before you accept it as fact. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009, Phoenix*)
- Be flexible; special events are dynamic. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009, Phoenix*)
- Track time and finances. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009, Phoenix*)

- Keep a diary (documentation). (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009, Phoenix*)
- Follow up on issues; they don't go away. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009, Phoenix*)
- Twice daily conference calls to coordinate centers were valuable and focused on appropriate matters. (2004 DNC, *2004 DNC After-Action Report*)
- Status updates were at times difficult to follow on the event log. (2004 DNC, *2004 DNC After-Action Report*)
- Too many facilities were considered a command post. (2004 DNC, *2004 DNC After-Action Report*)
- The MACC's function was not established as a Multi-Agency Communication or Coordination Center. Agency representation varied based on individual interpretation. (2004 DNC, *2004 DNC After-Action Report*)
- Regional EOCs were staffed and viewed as a very positive concept of operation. (2004 DNC, *2004 DNC After-Action Report*)

Internal Management Issues

- Provide management updates. (2008 DNC, *2008 DNC, Planned and Unplanned Events, Presented to ITE 2009, Phoenix*)

Event-Specific

- The use of the Massachusetts State Police Airwing video was critical and a great benefit to operational decision-making. (2004 DNC, *2004 DNC After-Action Report*)
- Interagency operational cooperation was effective using Northeast State Police Assistance Compact. (2004 DNC, *2004 DNC After-Action Report*)

Transportation Needs

- Public transportation passenger levels were down significantly, although the timeframe for peak hours did not vary more than 30 minutes. (2004 DNC, *2004 DNC After-Action Report*)

Technology Needs

- Don't depend on cell phone coverage in/around the stadium. (2009 Super Bowl, *Tampa Bay Regional Public Safety Sub-Committee Super Bowl XLIII After Action Report*)
- The use of WebEOC® was a very valuable tool to all agencies and organizations that used it. (2004 DNC, *2004 DNC After-Action Report*)
- WebEOC® allowed for all centers to remain engaged in operational issues and preparedness; it provided a common interface for coordination. (2004 DNC, *2004 DNC After-Action Report*)
- Used WebEOC®. Bought it because that is what the State of Colorado uses. It was purchased with DNC grant money. It was the primary information-sharing tool to provide a common operating picture. They had 700 users. Used it to also track mission tasking. Provide guidance on what to enter, not just how. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)

Gaps

- While the event is actually underway and plans are being executed, have the same core members of the planning group available to modify the plan as necessary. The greatest benefit of the regularly held pre-event meetings is to keep the stakeholders working together as a seamless team through the implementation, so having these same people on hand for the event is vital. The level of commitment shown by the participating agencies to pre-planning, integration, and teamwork is the best indicator of a successful operation when the day of the event arrives. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Have agency staff or field technicians conduct on-site observations during large special events. Transportation planners find that it is helpful for staff members to identify problem areas and then travel to those areas to provide

on-site assistance and real-time communication with the transportation operation managers. The combination of closed-circuit television (CCTV) cameras and dedicated personnel on-site can be very effective in helping to maintain continuity of traffic operations throughout a planned special event. (*ITS for Planned Special Events: A Cross-Cutting Study*)

- Use state or regional motorist assistance vehicles to patrol the roadways around events, borrowing from other agencies if necessary. Motorist assistance patrols are particularly valuable in areas where video surveillance is not available. These vehicles are equipped to move people and disabled vehicles out of the roadway quickly and safely. Operators can quickly apprise managers of incidents, speeding response and recovery. Assistance patrols often garner enthusiastic praise from stranded motorists, helping agencies maintain the good will of the traveling public. (*ITS for Planned Special Events: A Cross-Cutting Study*)
- Undercover "color of the day" was not shared early in the event with all law enforcement agencies that deployed armed plainclothes officers. (2004 DNC, *2004 DNC After-Action Report*)
- Operators did not use the category "significant event" terminology consistently. (2004 DNC, *2004 DNC After-Action Report*)
- The overuse of acronyms created confusion at times. (2004 DNC, *2004 DNC After-Action Report*)
- Concern that if a major incident occurred, it was not clear which "command post" would take the lead. (2004 DNC, *2004 DNC After-Action Report*)

POST-EVENT/AFTER-ACTION

Good Practices

The Big Picture

- Created an evacuation plan for downtown for the DNC. Now using that to build a citywide all-hazards evacuation plan. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)
- Have the EOC create a log of all events/steps taken. (Various events in Houston, *NSSE Web Conference*)

Lessons Learned

The Big Picture

- Develop an after-action review of each special event, both to identify shortcomings as well as to determine what worked well so successful practices can be expanded or used for other events. An after-action or post-event review provides an opportunity to receive feedback from people involved in all facets of a planned special event, from on-site field staff, to TMC staff, to the general public. Such reviews also enable event planners to identify any underutilized capacity and think about how to utilize that capacity to its fullest for the next event. *(ITS for Planned Special Events: A Cross-Cutting Study*)
- Denver prepared a major after-action report (AAR) that would be of help to any city hosting a future convention. (2008 DNC, *The 2008 DNC—Lessons Learned for Emergency Management, IAEM Annual Conference*)

Section 3.0 NSSE Transportation Case Study 2009 G-20 Summit

SECTION 3.0 TABLE OF CONTENTS

NSSE DESCRIPTION

On September 24 and 25, 2009, Pittsburgh, Pennsylvania, was host to the G-20 Summit. President Obama chaired the meeting. The members of the G-20 are the finance ministers and central bank governors of 19 countries—Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Mexico, Republic of Korea, Russia, Saudi Arabia, South Africa, Turkey, the United Kingdom, and the United States, as well as the European Union, represented by the rotating council presidency and the European Central Bank. The purpose of the NSSE was to discuss the actions necessary to recover from the global financial and economic crisis.

The David L. Lawrence Convention Center located in downtown Pittsburgh was the venue for the meeting. Other locations included the Phipps Conservatory and Botanical Gardens, where a working dinner was held; the Andy Warhol Museum; Pittsburgh High School for the Creative and Performing Arts; and Rosemont Farm, where First Lady Michelle Obama hosted spouses of world leaders for dinner. Figure 3-1 shows the various locations of the G-20 Summit. The figure includes the Pittsburgh Airport for reference. (The figure highlights Fox Chapel to indicate the general location of the Rosemont Farm.)

Figure 3-1: Regional View of Venue Locations in Pittsburgh, Pennsylvania

Figure 3-2 shows the G-20 Summit's venue locations in the downtown areas. This view also highlights the bridges, roadways, and parkways (Interstates) that were in and around the venue. This case study found no other information concerning the specific locations of the road closures or established perimeters.

Figure 3-2: Downtown View of Venue Locations in Pittsburgh, Pennsylvania

Following the conclusion of the April 2009 G-20 London Summit, leaders called for another meeting before the end of the year. On May 28, 2009, President Barack Obama announced his offer to host a summit in Pittsburgh in September. The Department of Homeland Security (DHS) classified this event as an NSSE.

The various heads of State and other dignitaries arrived in Pittsburgh on Thursday, September 24, 2009, and traveled to the Phipps Conservatory in Oakland for a reception and dinner. On Thursday evening, the spouses attended a dinner hosted at Rosemont Farm in Fox Chapel by First Lady Michelle Obama. The morning of September 25, the heads of State and other dignitaries convened the G-20 Summit at the David L. Lawrence Convention Center. Also on that day, the spouses of world leaders and the First Lady attended events held at the Pittsburgh High School for the Creative and Performing Arts and the Andy Warhol Museum on the North Shore.

Figure 3-3: Timeline of G-20 Summit

	TASK NAME	DURATION	START	FINISH	9/13/09										9/20/09						
					T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	Announcement to Host the G-20 Summit in Pittsburgh	0 days	Thu 5/28/09	Thu 5/28/09																	
2	Event Planning & Preparation with Secret Service	84 days	Mon 6/1/09	Thu 9/24/09																	
3	County EOC at Full Staff	5 days	Mon 9/21/09	Fri 9/25/09																	
4	Road Closures	3 days	Wed 9/23/09	Fri 9/25/09																	
5	Work Zones in Effect	3 days	Wed 9/23/09	Fri 9/25/09																	
6	Dignitaries Arrive	1 day	Thu 9/24/09	Thu 9/24/09																	
7	Reception and Dinner at Phipps Conservatory	1 day	Thu 9/24/09	Thu 9/24/09																	
8	Spouse Dinner at Rosemont Farm	1 day	Thu 9/24/09	Thu 9/24/09																	
9	G-20 Summit Meetings	1 day	Thu 9/24/09	Thu 9/24/09																	
10	Events at the Pittsburgh High School for the Creative & Performing Arts	1 day	Fri 9/25/09	Fri 9/25/09																	
11	Events at the Andy Warhol Museum	1 day	Fri 9/25/09	Fri 9/25/09																	
12	G-20 Summit Meetings	1 day	Fri 9/25/09	Fri 9/25/09																	
13	Dignitaries Depart	1 day	Fri 9/25/09	Fri 9/25/09																	

COMMUNITY

The State of Pennsylvania includes 67 counties, which consist of municipalities such as cities, boroughs, or townships. There are 56 cities classified by size (first, second, and third class). Pittsburgh, with its population of 311,647, is a second-class city.

A "strong mayor" governs the City of Pittsburgh (i.e., a mayor-council form of government). The City Council is composed of elected officials from nine districts. A president, elected to the position from among the sitting council members, leads the Council. The current mayor of the City of Pittsburgh, Luke Ravenstahl, was also the mayor during the G-20 Summit. Pittsburgh is the second largest city in the state and is the county seat for Allegheny County. Within the government of the City of Pittsburgh, the Department of Public Works (DPW) consists of four Bureaus—Administration, Street/Parks Operations, Environmental Services, and Transportation and Engineering. The DPW's duties and services include permits, forestry, potholes, refuse and recycling, streets/park maintenance, and transportation/engineering.

The central business district, where the convention center is located, is a triangular area flanked by both the Allegheny and Monongahela rivers and connected by several bridges and primary inter-state arterials. Downtown Pittsburgh refers to the Interstate highways that run through it as "parkways." These parkways include I-376 connecting I-76, I-80, and I-79, I-279, and I-579. The Pittsburgh International Airport, Allegheny County Airport, and several smaller airports for private use serve the city.

The City of Pittsburgh has its own law enforcement and fire services—the Pittsburgh Police Bureau and the Pittsburgh Fire Bureau, which were both active during the planning of the G-20 Summit.

The convention center is in the middle of a downtown area filled with tall office buildings and a complex grid road system to which several bridges and tunnels provide access. Due to the layout of the downtown area, security was a significant consideration for those involved in planning this NSSE.

The G-20 Summit required the participation of state, county, and city departments and agencies in addition to the support of federal partners such as the DHS, USSS, US Coast Guard (USCG), and the US Army Corps of Engineers. Based on interviews conducted for this case study, the City of Pittsburgh's DPW, Department of City Planning, and Bureau of Police collaboratively oversaw planning and implementation of the transportation aspects of the G-20 Summit. However, the USSS handled the overall coordination for the NSSE.

ADVANCE PLANNING

The DPW's organizational focus for the NSSE was to provide all support necessary to have a successful and secure event while working to ensure the best possible transportation flow in and around the downtown and surrounding areas impacted by the NSSE. This remained the focus before, during, and after the NSSE.

Due to the unique design of the downtown road system, which is a triangular grid system, the City of Pittsburgh had to establish additional closures outside of the USSS's "hard perimeter." The USSS designates a specified area as a hard perimeter based on factors that contribute to the safety and security of the event. Highly trained members of the USSS determine the location of these perimeters, examining issues such as blast zones, points of vulnerability, ingress and egress routes, and many other factors. A hard perimeter consists of materials and equipment that provide the level of security and safety necessary for the event. This can consist of concrete barricades, secure vehicle access points, fencing, metal detectors, and heavy equipment among other resources. The hard perimeter closes off both pedestrian and vehicular traffic inside the restricted area unless the individual and/or vehicle have the appropriate credentials to gain access. While local law enforcement could not share specific information concerning the venue footprint (the area closed off specifically for the NSSE), the USSS established a hard perimeter with strict access control for the protection and security of the President, world leaders, and other dignitaries involved in the NSSE. Any businesses in the hard perimeter closed, and the USSS restricted vehicles and pedestrians from entering the area.

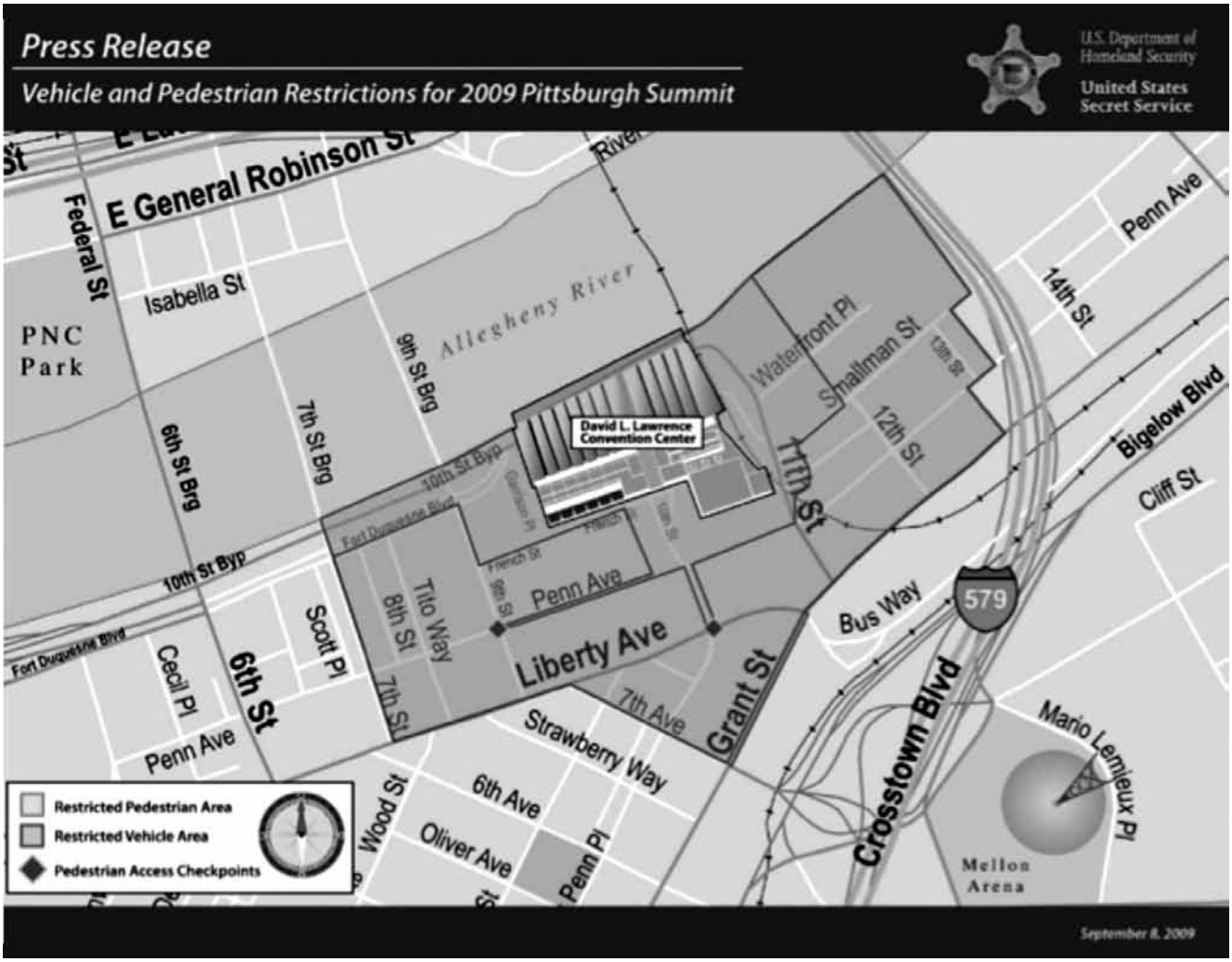
Because of the hard perimeter, the City of Pittsburgh's traffic engineers had to design a traffic management plan that extended beyond the perimeter and provided logical closures, or a "soft perimeter," to support the flow of traffic around the venue. The USSS and local law enforcement designate an area outside the hard perimeter as a soft

perimeter. There may be some flexibility when establishing the soft perimeter. For example, transportation planners assessing the impact to transportation in the venue area may choose to close additional roadways to establish traffic patterns that allow for logical transportation flow around the venue. This can be especially important in jurisdictions where the NSSE affects one-way roads. This may mean extending the soft perimeter.

The devices used to define a soft perimeter vary. Because the perimeter is soft, it does not limit access the same as the hard perimeter. As such, the soft perimeter may use standard traffic control devices in conjunction with law enforcement support to control access. For the G-20 Summit, the soft perimeter allowed pedestrian traffic as well as public transportation (i.e., buses, taxis, and functional needs transportation services) to enter through checkpoints. This access through the soft perimeter enabled businesses outside the hard perimeter to remain open to the public. Additionally, while there was no edict for the DPW to keep the city open for business as usual, the DPW made every effort to provide the best access possible to residents, visitors, and businesses during the NSSE.

Figure 3-4 shows the restricted areas designated by the USSS for the G-20 Summit. The green-shaded area represents the hard perimeter, and the red-shaded area represents the soft perimeter. The map also highlights access points for pedestrians. The limited number of access points (two) in Figure 3-4 and their designation as "Pedestrian Access Checkpoints" suggest that meeting attendees with the proper credentials may have used these access points. Events such as the World Bank Meetings have used this type of access.

Figure 3-4: USSS Press Release for Vehicle and Pedestrian Restrictions



Drills, Tabletops, or Exercises

Prior to the NSSE, PennDOT officials received training at the NSSE command center on specific software for communication purposes during the G-20 Summit. Transportation personnel working in other operations centers participated in several meetings before the G-20 Summit that shared information pertinent to the NSSE for which the USSS required security clearances. The USSS handled all background checks for these transportation personnel. While not specifically an exercise, these USSS-led walkthroughs educated other organizations involved in the NSSE that were not as familiar with how an NSSE unfolds. The clearance process provided cleared individuals with access to locations or information otherwise restricted before and/or during the event. For example, restricted information may include the schedule for the movement of dignitaries to or from the venue location. The USSS will instruct cleared individuals on the permissible information to share with their home organizations. Such information allows those individuals to assist with their organizations' NSSE planning and deployment.

The City of Pittsburgh DPW transportation staff were not included in any test, training, or tabletop exercises (TTX) for the G-20 Summit. However, training exercises included DPW staff assigned to work during the NSSE or at the EOC. City officials were also aware that law enforcement participated in TTX. The DPW commented that no additional training was required for its role. Those individuals who worked at the city EOC were already trained on the software packages available to support incident and emergency operations.

Transportation Equipment/Supplies

No special transportation equipment or supplies were necessary to support the NSSE; however, it did require greater quantities of standard equipment and supplies routinely used by transportation departments. The City of Pittsburgh DPW reported minimal use of its TMC. The DPW did not add any hours to the center because representatives were present in the City of Pittsburgh Emergency Management/Homeland Security Agency EOC. In contrast, the PennDOT TMC requested extra staff.

As part of its overall support to the NSSE, PennDOT provided vehicles, barrels, arrow boards, dynamic message signs (DMS), highway advisory radio, CCTV cameras, and signs to close off the ramps to and from the Interstate highways in use and/or affected by the events underway in and around the City of Pittsburgh. In addition, PennDOT provided concrete barriers and large trucks, as requested by the USSS and state police, to help protect the convention center hard perimeter area.

The City of Pittsburgh DPW worked closely with state, county, and surrounding jurisdictions to secure additional resources to supplement their own inventories. The equipment such as barrier walls and other equipment for closures were pre-positioned. In addition, the NSSE had prepositioned cleaning equipment and personnel from the appropriate section of Public Works to effectively perform their duties or respond quickly to requests to the operations centers for service.

Personnel Resources

As discussed in previous sections, each department/agency handled additional personnel needs. Law enforcement requested resources from across the state. Transportation agencies used their existing personnel but increased their work hours.

The USSS required credentials for access into areas such as the hard perimeter and operations centers. The Pittsburgh Emergency Management Agency/Homeland Security and the USSS coordinated this process. Designated transportation personnel were among those requiring credentialing and vetting by the USSS as necessary for their work location. DPW personnel had access into the hard perimeter, although they were located just on the outside edges of the hard perimeter. The credentialing allowed the DPW to provide immediate support if adjustments or changes to the barricades were necessary.

In addition to their onsite field requirements, DPW staff helped support the city EOC. This presence was necessary because all transportation information and requests concerning the DPW went through the EOC. In addition, all other city departments and agencies were present in the EOC. The EOC shifts ran continuously for monitoring the NSSE.

A City DPW official interviewed for this case study noted that while existing staffing levels were adequate for the NSSE with staff working overtime hours, PennDOT provided valuable assistance by placing resources for NSSE-related events held in Oakland. This support came in the form of personnel, barriers, and closures.

As the NSSE drew near, the City of Pittsburgh DPW devoted many hours, including overtime hours, to conducting clean-up operations, bolting down trash cans, and removing items such as newspaper racks and street furniture. The NSSE used a large amount of barrier wall and bike fencing, which only the DPW could set up.

With the G-20 Summit set to meet at the end of the business week, implementation of the traffic control plan in the downtown area occurred the night before the delegates arrived. Business owners indicated that they were not necessarily pleased with all of the closures downtown, but they understood that this was necessary having known well in advance about the NSSE.

At the federal level, the USCG conducted bridge inspections prior to the NSSE and patrolled the rivers during the NSSE. All boats were ordered off the river in proximity to the venue, and this clearance of the area was strictly enforced. The City of Pittsburgh has some jurisdiction concerning the rivers since it can enforce city regulations on river craft tied to the dock and to the ground. However, with all boats ordered out of the area, this was not a concern.

PennDOT's TMC and the command center located close to the venue handled the coordination of food and water for transportation staff. The PennDOT TMC had food delivered to the staff in the field using internal resources, while the venue command center had food catered for them during the NSSE. City resources, such as food and water, for personnel working during the G-20 Summit were arranged at the Division level for the DPW.

PennDOT had mobile teams available to set up, troubleshoot, and break down resources as needed. These personnel consisted of PennDOT maintenance staff teams established to specifically perform many of the closures required for the Interstate highway.

In the downtown area, the City of Pittsburgh DPW received its traffic-related information from the police bureau officers in the field. The DPW representative in the EOC and the police officers in the field communicated and handled Information concerning traffic conditions and situations.

NSSE Security and Transportation

As previously mentioned, the NSSE required hard and soft perimeters in addition to road closures for security. The USSS determined these perimeters, and a plan was developed to determine the overall effect of these measures on transportation. The USSS handled approvals for access into the hard perimeter. The USSS required credentials for access into the main operations center located in proximity to the main venue. City police monitored access points into and out of the hard and soft perimeters to verify credentials.

Establishing these perimeters required coordination and resources from all the jurisdictions involved in planning the NSSE because the USSS does not always have the expertise or resources necessary to establish the hard perimeter (its primary responsibility). This hard perimeter required concrete barricades, heavy vehicles, fencing, and a large law enforcement presence.

Access and Functional Needs

As mentioned earlier, local jurisdictions led considerations for people with functional needs. The City of Pittsburgh made arrangements to have public transit on call for people with disabilities who required additional assistance. This assistance was through shuttle, car, and van services. These services had access throughout the soft perimeter, and these individuals were able to go where they needed in the soft areas.

NSSE-Related Events in Other Locations

The transportation plan for the G-20 Summit included additional locations beyond the main meeting location at the convention center. As mentioned in the NSSE event description, the Phipps Conservatory and Botanical Gardens, the Andy Warhol Museum, Pittsburgh High School for the Creative and Performing Arts, and Rosemont Farm were all venues associated with the NSSE. As a result, the events held there required some form of transportation planning

and consideration. In addition, considerations were necessary for the hotels around town where leaders and other dignitaries were staying during the NSSE. Transportation planning considerations for these venues included temporary roadway closures for escorts to full road closures for traffic control purposes and parking restrictions.

Despite the transportation planning requirements for downtown Pittsburgh, the suburbs of Oakland, and various other parts of the city, planners felt that they had sufficient time to plan for the NSSE. The DPW was able to dedicate time for making the necessary improvements to infrastructure (e.g., pruning/replacing landscaping, removing graffiti, restriping roads, replacing signs, and repaving) that needed attention prior to the NSSE. In some cases, the DPW reported having more time than needed, despite having approximately 4 months.

Staff and Resources

The transportation plan influenced staffing levels during the NSSE. The DPW asked staff to work longer hours to perform their duties (regular and/or NSSE specific) or to support the city's EOC, which the Pittsburgh Emergency Management Agency/Homeland Security runs. The city's EOC is also the county EOC, and PennDOT provided staff for it with the city. The EOC opened at the beginning of the week (September 21st) and had a full staff until the end of the NSSE (September 25th). The City of Pittsburgh DPW also placed all public works crews either on duty or on call for NSSE support.

PennDOT determined staffing levels well in advance of the NSSE and requested additional staff be placed in its TMC. Under normal operations, the PennDOT TMC staffing levels are at three people per shift. During the G-20 Summit, PennDOT added two additional people to ensure adequate coverage and requested staff from other shifts be prepared to report early if needed. As a result of early planning and preparedness, PennDOT personnel were ready and able to work longer shifts or make adjustments to their schedules to provide support as requested. PennDOT did not require or request any back-up personnel or volunteers to support the G-20 Summit.

In addition, the transportation plan called for resources beyond what the City of Pittsburgh was able to provide. This is not uncommon to NSSEs. PennDOT officials reported contacting surrounding PennDOT districts to gather concrete barricades and other resources to support the City of Pittsburgh. As a result of the requirements needed to support the overall plan, officials from PennDOT provided additional concrete barriers and dump trucks to help support the secure perimeters at the entrance to the David L. Lawrence Convention Center. The City of Pittsburgh DPW also acquired resources, such as concrete barriers, from other areas outside its jurisdiction as needed through existing state and local contracts as well as city resources that were on hand.

The NSSE used command centers extensively. PennDOT reported that the Allegheny County Emergency Management Office provided facilities to house a command center for the G-20 Summit. Additionally, PennDOT operated its TMC. The City of Pittsburgh also staffed the command. Both the DPW and PennDOT discussed staffing multiple centers to include the convention center command center, which is close to the convention center site. DPW personnel assigned to staff this location during the NSSE were primarily there in case it was necessary to move or adjust anything in the field. The City of Pittsburgh also has a mobile command center; however, the decision was to keep primary staff in one location—the County's EOC.

Committees

The USSS coordinated the security for the NSSE, working in conjunction with the Pittsburgh Police Bureau. Planning and coordination for the law enforcement element of the NSSE required importing many officers from surrounding jurisdictions and across the state to help the Pittsburgh Police Bureau.

To facilitate effective planning and coordination, the USSS established committees that met monthly to address the major elements of the NSSE. These committees included security and transportation, among many others. According to interviews with officials involved in the NSSE, the USSS led the committee meetings, which included the appropriate jurisdictional office.

The City of Pittsburgh Emergency Management/Homeland Security Agency and department heads selected points of contact (POCs) for the various committees. The USSS received the names of these POCs early in the planning process, and these individuals either co-led or participated on the various committees. The POCs were selected

from those individuals who worked on special events planning with the Pittsburgh Emergency Management/ Homeland Security Agency and were familiar with the planning and coordination of major events. The individual state and city organizations established any department/agency sub-groups on an as-needed basis. For the City of Pittsburgh, these internal meetings were informal, and requests usually went directly to those individuals who had the authority and resources to complete them.

The DPW reported that while various members of staff supported other committees, one staff member was the POC to report to the DPW Director. **All committees had representatives from the DPW**, because transportation and public works played a role in all aspects of the NSSE, from security to road closures. As highlighted in Section 7: Coordination, under the *City of Pittsburgh's Emergency Operations Plan*, transportation is Emergency Support Function 1. As such, DPW is responsible for the management of transportation systems and infrastructure during threats or in response to incidents. They monitor and report the status of the transportation system and infrastructure, identify alternative transportation solutions if there is a failure in the infrastructure, and coordinate and restore those systems or infrastructure affected by an event or incident. The general perception was that the USSS shared information as soon as it was available. The Transportation Committee co-leads shared an equal and open relationship that supported accomplishment of tasks. The USSS facilitated all committee meetings and kept committee members informed at all times about all aspects of the planning for the NSSE.

The Pittsburgh Fire Bureau and the Emergency Medical Services were involved with the Transportation Committee and participated in the discussion of closures, because of the possible effect of closures and limited access on service. A City official reported that because there are fire stations located on opposite sides of the downtown area, road closures did not affect their services.

Coordination

The City of Pittsburgh and PennDOT had approximately 4 months from the conclusion of the G-20 Summit in April 2009 to prepare for the G-20 Summit in September 2009. From the onset, leadership from host jurisdictions and their transportation components provided support for the NSSE. Because planning and committee meetings occurred as scheduled, there were no emergency planning meetings required.

The City of Pittsburgh DPW officials coordinated with PennDOT to focus on transportation planning for those facilities hosting events as well as road closures along parkways for ingress and egress routes. As part of the planning and coordination required to support the NSSE, PennDOT and city transportation officials implemented a complete closure of I-376 and all associated ramps leading onto I-376, as well as closures of streets in downtown Pittsburgh that lead to this parkway. These closures were necessary to allow dignitaries to travel from the Pittsburgh International Airport to the David L. Lawrence Convention Center and to their hotels throughout the city. Coordination between PennDOT and the City of Pittsburgh was necessary to successfully implement both rolling and static closures.

Transportation and security plans were critical to safely and efficiently move the President, world leaders, and other dignitaries from one venue to another. While specific times were not always made available for all dignitary movements, much of the general information such as routes (with the exception of President Obama) and general timing were provided to allow jurisdictions the opportunity to coordinate and prepare. Each movement required coordination of a specific plan, but each piece was part of one overall plan.

The City of Pittsburgh and PennDOT developed contingency plans in the event an incident or act of terrorism occurred on a roadway that world leaders or dignitaries were scheduled to use. According to PennDOT, they developed alternative plans to get those dignitaries to the Pittsburgh International Airport or to the NSSE's convention center location. In the event of any incident, the convention center command center was to be immediately advised.

Approval of the overall transportation plan and the traffic detours associated with each venue ultimately rested with the USSS. The USSS outlined which areas to close for security purposes, and PennDOT, in partnership and collaboration with the City of Pittsburgh, worked to comply with their requests in a manner that "made sense" to all parties involved.

Road Closures

As mentioned, the transportation plan addressed road closures in the local and surrounding jurisdictions to support the NSSE. The road closures started the midnight before the event (September 23rd), with the hard closure set up first and then the soft closure. I-376 was closed from the Pittsburgh International Airport to the City of Pittsburgh several times during the first 2 days of the G-20 Summit as dignitaries arrived This was necessary due to the dignitaries' arrival at various times throughout the 2-day NSSE. At the end of the NSSE, as world leaders and dignitaries left to return to their respective countries, I-376 was once again closed from the City of Pittsburgh to Pittsburgh International Airport at various times on the evening of September 25th to support safe departures.

Early in the planning process prior to the NSSE, the USSS made the requests for road closures. Transportation officials planned in advance the various closures of I-376 with information from the USSS. The pre-NSSE committee meetings established plans for Interstate highway closures and the Pennsylvania State Police scheduled closures through PennDOT's Maintenance Manager. Part of the request involved the use of large trucks to assist in the closure of ramps and access points onto the Interstate.

The Transportation Committee reviewed any request for a road closure that came in during pre-NSSE planning. The USSS reviewed anything that appeared out of place, such as a request for the use of public space in the hard perimeter.

Any additional requests for closures during the NSSE went through the city's EOC, where the DPW and many other federal, state, and local officials were located to coordinate the NSSE. Requests going through the EOC to the DPW representative were forwarded to the appropriate part of their organization, or a partner organization, to address and close out. The representatives at the EOC monitored and tracked these activities through established emergency management software and systems utilized for disasters and emergencies. The EOC environment makes coordination and collaboration possible due to the location of all the primary stakeholders in one central site.

PennDOT officials point out that the goal of the transportation plan was to assure the safe and efficient movement of the world leaders and dignitaries to and from the Pittsburgh International Airport, as well as to the specific events during the G-20 Summit. Transporting dignitaries along I-376 to the airport delayed the motoring public, sometimes for more than an hour on the last day of the NSSE. That sort of activity and information requires close coordination and planning among various agencies.

All agencies attending the Transportation Committee meetings coordinated and approved the detour plans associated with closures. Representatives at those meetings discussed the closure requests with their respective organizational leaders, who agreed with the requests to close certain roadways during the NSSE to ensure safety.

During the transportation and detour planning process, law enforcement personnel were involved in the planning and ultimately the operations of the detours. The Pennsylvania State Police played a primary role in organizing the road closures on the Interstate highway system, while the Pittsburgh Police Bureau reportedly was involved with the street closures in downtown Pittsburgh.

Parkways opened permanently on the evening of September 25th. The Pittsburgh Police Bureau coordinated the process for opening road closures, reinstalling public assets, removing equipment, and notifying the public about the reopening of roads. PennDOT only removed the ramp closures to the Interstate after the City of Pittsburgh Police removed perimeter barricades and the roadways were deemed safe for traffic.

Parking and Public Transportation

The City of Pittsburgh worked to promote the use of public transportation as an alternative during the G-20 Summit. Parking was not available to those who worked downtown in the hard perimeter. Parking garages in that perimeter had to close as well. Parking in the soft perimeter also closed, while all other areas in the downtown not in any perimeter offered parking with standard metering and hours.

Local light rail transit transported people downtown but only to the first stop in the city. Individuals had to walk from that point. Transit buses, taxis, and transportation for persons with disabilities were able to provide transit throughout the soft perimeter and other parts of the city as needed. The City of Pittsburgh worked very closely with the USSS to

ensure that persons with disabilities and the elderly had appropriate access around the city, with the exception of the hard perimeter, during the NSSE.

According to a PennDOT official, the Port Authority of Allegheny County handled transportation alternatives implemented to increase pedestrian access, including additional shuttle and transit services. The Port Authority oversees the light rail/subway trains, bus system, and two inclined-plane railways.

In addition to adjustments made to parking and public transportation, several government offices, churches, banks, and attractions closed between September 23rd and 26th. The dates and times varied by organization, but all closed on the days of the G-20 meetings. In addition, nine local schools and five universities closed during the NSSE. Dismissal times for students varied between the 23rd and 24th, and schools also rescheduled several football games.

Amtrak suspended service into and out of its downtown Pittsburgh station during the G-20 Summit. A spokeswoman for Amtrak stated that "trains will still pass through Pittsburgh during [the 24th through the 26th and] passengers on those trains will be allowed to transfer to connecting trains, as long as they don't leave the station's platform."

Discussions with a DPW official revealed that in the end, the city felt that many people opted to stay home, rather than deal with the traffic

Work Zones

The planning for the NSSE addressed and coordinated roadway construction and work zones at all levels. The USSS and Pennsylvania State Police requested the closing of all work zones along I-376 between the Pittsburgh International Airport and the City of Pittsburgh during the G-20 Summit. In addition, the USSS and State Police inspected each road construction project site to ensure that they were secure. The City of Pittsburgh also closed down construction and work zones throughout the downtown area. A City of Pittsburgh DPW official commented that many of the work zones in the downtown area require a police presence for traffic control. Due to the need for all law enforcement resources supporting the NSSE, work zones were secured and work temporarily halted.

At the federal and state levels, the order to secure roadway construction work zones was given when officials first visited site locations in advance and explained that the work activities would need to cease during the G-20 Summit. The USSS and State Police coordinated PennDOT work zones and construction sites by reaching out to the appropriate state officials to coordinate meetings with job-site field personnel responsible for the active work zones. The USSS and State Police conducted a follow-on site inspection to ensure that the area was safe and that companies had complied with the request to stop work on time. Work zones in the city closed the night before the NSSE and reopened the day after the event ended (September 26).

The closure of road construction work zones for an NSSE is necessary for several reasons:

- If a project is located within the hard or soft perimeter, access to the site would be limited by the NSSE.
- Work zone materials and equipment must be secured to avoid use as a weapon or projectile.
- Closure of the work zones can provide additional capacity to offset partial or full closure of other area roads due to the NSSE.

The USSS, state and local law enforcement, and the DOT or DPW with jurisdiction over the construction project should jointly make the decision to close construction work zones.

Most road construction contracts include provisions for stopping construction during special events, major holiday travel, and emergencies. State DOTs and DPWs should review all active construction contracts upon notification of an NSSE in their region affecting a work zone. The purpose is to provide the maximum amount of time to define and implement the necessary work zone closures causing the least disruption to the contractor and the public.

Concurrent Special Events

As mentioned previously, there was significant notification that this NSSE would take place in downtown Pittsburgh. However, at the time of the announcement, the MLB schedule was set and underway for the 2009 season. MLB records indicate that there were home games at the PNC Park, home of the Pittsburgh Pirates, on both days of the

NSSE. These two Pittsburgh Pirates games began midday at 2:00 pm on Thursday and Friday—the same days that world leaders and dignitaries were to arrive and attend meetings in Pittsburgh. According to officials involved with the NSSE, the G-20 Summit organizers reached out to the MLB to request cancellation of the Thursday game, even though the stadium was across the river from both the hard and soft perimeters. Despite their efforts, the game did take place. With overall attendance for the Thursday game sparse, no major traffic problems were associated with the game. It is unclear whether the notification to the public concerning the arrival of world leaders and dignitaries to the G-20 Summit kept people away.

Emergency Preparedness

In Pennsylvania, emergency management begins at the municipal level, as required by the Pennsylvania Emergency Management Service Code.[1] Every county, city, borough, and township in the Commonwealth is required to have an emergency management coordinator who the elected officials of the jurisdiction select.[2] The emergency management coordinator's role is to develop plans, conduct training, and coordinate all available resources in the community.[3] The questions developed for the G-20 Summit case study did not include planning for emergency preparedness that affects transportation. However, planning for emergencies and incidents is required by law in Pennsylvania. As such, the jurisdictions would defer to existing policies and standard operating procedures if any emergency or incident were to occur.

PennDOT reported that when the parkway to the Pittsburgh International Airport closed, plans were in place for the state police to clear any stranded vehicles before transport of dignitaries through that portion of the parkway. For PennDOT officials, reports concerning traffic incidents originated in their TMC and were distributed to the appropriate authority to address the concern.

PennDOT's approach to internal reporting on traffic incidents, recording, and clearing of those incidents followed established protocols already in place for a non-event day. The NSSE required no special changes.

Law enforcement handled incidents involving protestors or any other citizens breaking the law. If the TMC reported or observed information, it would provide this information to law enforcement. PennDOT did monitor a specific route along the downtown area to provide additional support near the parkway where CCTV cameras were located.

COMMUNICATION

Communication among Agencies

PennDOT officials reported that PennDOT, Pennsylvania State Police, and the media used their TMC during the NSSE. The DPW TMC used its normal capacity and required no added staff or labor hours for the G-20 Summit. This coordination helped facilitate smooth and continual communication among stakeholders involved in the NSSE. In addition, PennDOT extended the hours of its Parkway Service Patrol during the NSSE to assist motorists and support any additional requirements of the NSSE.

Communication to the Public

As mentioned above, the media had representatives at the PennDOT TMC. PennDOT provided a conference room outside the TMC for the media to broadcast traffic reports throughout the G-20 Summit. To provide the media a place to work while the operations personnel performed their functions uninterrupted, PennDOT did not allow the media in the TMC's Operations Control Room and required the media to stay in their respective rooms. In addition, the media had immediate access to the latest information while the operations personnel were able to communicate openly among themselves without concern that the media was monitoring their conversations. However, the glass in these rooms allowed the media to see into the Control Room. The media remained in the PennDOT TMC until the last dignitary left the city. When the parkway re-opened following the last closure, the media left the facility. This

1 *http://199.224.17.101/emerserv/emerman/*
2 *Ibid*
3 *Ibid*

co-location of media with transportation officials allowed for transparency and accurate reporting of real-time traffic conditions and incidents and quick, precise delivery of government press releases and/or statements.

The Office of the Mayor for the City of Pittsburgh provided notifications to the public of all road closures. The City of Pittsburgh distributed news releases coordinated through the USSS, Pennsylvania State Police, and the City of Pittsburgh Police Bureau that described in detail which roadways, ramps, and city streets would close during the NSSE. This was done in an effort to ensure the safety of both the world leaders and dignitaries attending the G-20 Summit and the public. ***All road closure information was coordinated with transportation officials.*** The City of Pittsburgh provided all notifications to the public approximately a week in advance. The media received information to inform the public on road closures and available detours. City officials also conducted outreach to businesses affected by the NSSE.

Two local televisions station, WTAE and WPXI, provided traffic reporters at the PennDOT TMC to do their live traffic reports. In addition, two local radio stations, KDKA and KQV, also provided up-to-the-minute traffic reports broadcast from the PennDOT TMC. However, these stations are usually present for normal operations. This ability to provide real-time information and access highlights the importance of relationship building far in advance of the onset of an NSSE. By cooperating with the media, PennDOT was able to help ensure the necessary information reached the public. As a result, reporters were able to see PennDOT traffic cameras in real time. These reporters were able to report what they saw when it happened, in addition to any field information that was provided to the TMC for transit and parking. As a result, PennDOT transportation officials felt comfortable about not having to control what their media partners broadcast.

Signage (e.g., DMS, traffic signs, overhead message signs, and parking signs) was used to provide notifications to the public. PennDOT employed road-closed signs and other devices at all ramps to indicate closure locations for the interstate. DMS also provided advance notice of which ramps into the City of Pittsburgh were going to close during the NSSE.

The state police staffed the PennDOT TMC during the entire NSSE. As mentioned earlier, this enabled ease of coordination between PennDOT managers, who were on site to monitor activities during the NSSE, and the media. Reports from PennDOT indicate that the operational tempo was normal in the TMC during the G-20 Summit.

Co-location was beneficial at the County's EOC where federal, state, and local jurisdictions were present and working in coordination. The ease of communication created by working in the same location helped resolve any potential issues more quickly. While there were several command centers operating during the NSSE, positioning representatives from each organization at these centers can strain organizations' resources. However, the G-20 Summit demonstrated how co-locating different organizations can contribute to a successful NSSE.

Calls for complaints, roadside service, and information were minimal because of the closure of many downtown businesses during the NSSE. Traffic volumes in and around the venue areas were lower in Pittsburgh during the G-20 Summit. Because notification concerning the NSSE was made well enough in advance and because road closure notification was distributed a week prior to the G-20 Summit, many people heeded the advice to use public transportation or stay away given that the city would not be as accessible during the NSSE. The CCTV cameras monitored traffic on PennDOT parkways; however, usage of these cameras was standard, and there were no additional requirements.

USE OF ITS EQUIPMENT/ADVANCED TECHNOLOGY

The NSSE used ITS and advanced technology. PennDOT reported using its CCTV in the TMC to track incidents and general traffic issues and concerns. Both federal and local law enforcement were notified and aware of the use of these CCTV cameras during the G-20 Summit. CCTV cameras were located along all three major parkways in the City of Pittsburgh from the north, east, and west. The City of Pittsburgh, Allegheny County, and the USSS had access to and viewed PennDOT CCTV cameras from the command center located near the venue location. Responses to any detected incidents came in through the TMC and were handled in a normal fashion.

The City of Pittsburgh DPW reported that CCTV was not a significant factor for them, as there are no traffic cameras downtown on surface streets. The Police Bureau did have some cameras in place, but these were used solely for their purposes and not for traffic control or traffic monitoring.

COORDINATION AND DECISION MAKING

Transportation requests/requirements were coordinated throughout the entire NSSE primarily from the EOC. On the transportation side of planning and implementation, the Pennsylvania State Police, PennDOT, City of Pittsburgh DPW, and Police Bureau worked in collaboration with the USSS. The USSS assumed the lead for the planning, and the transportation planning partner agencies scheduled meetings to address NSSE planning and development from a purely collaborative approach.

As of early 2011, Appendix 2 of the *2007 City of Pittsburgh's Emergency Operations Plan* was available on the City of Pittsburgh website, highlighting the city's organizational chart for emergency management operations during an incident. Figure 3-5 depicts the structure Pittsburgh uses to handle large-scale incidents. This organizational chart demonstrates the established relationships between partners within the city government and how they would support the city's Emergency Management Agency. The City of Pittsburgh would employ the NIMS structure for the management of an incident. While it is unclear whether this structure was employed during the G-20 Summit when protestors became disruptive, it demonstrates how the city's organizational structure could have been used if an incident occurred during the NSSE.

Despite the compressed timeline, the USSS, working in close coordination with the city's Emergency Management Agency, established committees that included state and local jurisdictions as well as organizations involved in or affected by the committees' decisions.

As shown in Figure 3-5, the DPW (referred to as Public Works in the figure) has a primary role under the City of Pittsburgh Organization for Emergency Management in the Logistics Group and a support role in the Operations Group. Under the Logistics Group, Public Works responsibilities are to:

- Develop and maintain the checklist for the Public Works function
- Assist in the development, review, and maintenance of the Emergency Operations Plan
- Respond to the EOC or the field as needed
- Maintain a list of Public Works assets and resources
- Serve as a liaison between Public Works and other agencies within the city
- Coordinate the assignment of Public Works resources
- Provide information on water, sewage, road construction and repair, engineering, building inspection, and maintenance
- Advise elected officials and the Emergency Management Director about Public Works and Engineering activities.

The support roles for Public Works were not immediately available through the Office of Emergency Management. Based on the National Response Framework, typical operations can include, but are not limited to, the following:

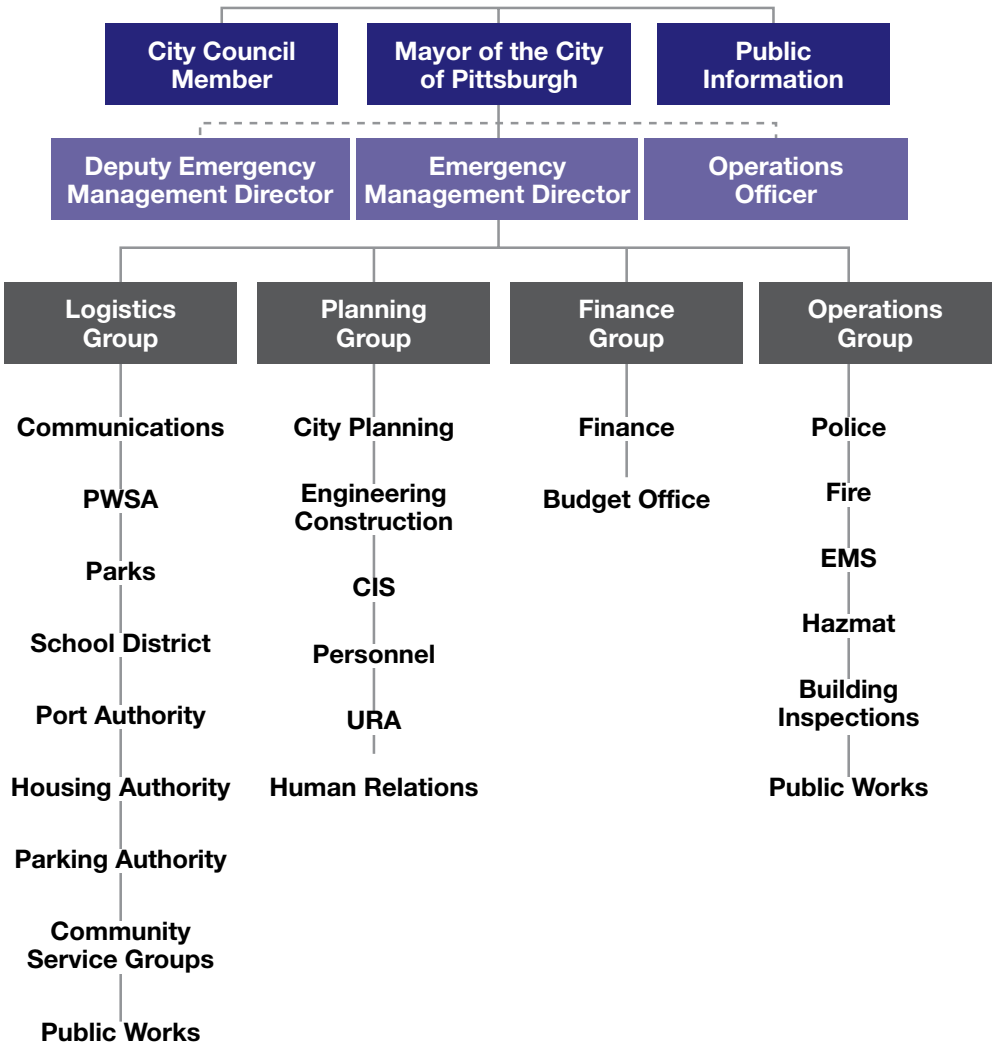
- Provide emergency repair of damaged infrastructure and critical public facilities
- Provide technical advice in the clearance, removal, and disposal of debris
- Coordinate management of contaminated debris.

The City of Pittsburgh's Emergency Operations Plan notes that it coincides with the National Response Plan (superseded by the National Response Framework in 2008) and groups the types of assistance that the city is likely to need based on the 15 federal Emergency Support Functions. As such, the plan discusses transportation as a component of Operations under this format with a primary role, despite not being present in Figure 3-5. The City of Pittsburgh includes many of the traditional transportation functions that fall under Public Works as a component of Operations including the responsibility to:

- Develop and maintain the checklist for the Transportation Services function
- Assist in the development, review, and maintenance of the Emergency Operations Plan

- Respond to the EOC or the field as needed
- Maintain a list of transportation resources and contact information including capacities in the city
- Coordinate the supply of transportation resources within the city during an emergency
- Advise elected officials and the Emergency Management Director about Mass Care—Shelter activities.

Figure 3-5: City of Pittsburgh Organization for Emergency Management[4]



At the operations centers, transportation agency representatives were present and available to make decisions requiring immediate action. PennDOT reports that the primary operation center where they had staff was the Allegheny County 911 Call Center. PennDOT representatives were housed in that facility during the NSSE to make decisions on any incidents that occurred.

TRANSPORTATION CHALLENGES DURING THE NSSE

Protestors were present during the G-20 Summit, as can be common at many NSSEs since world leaders and/or the US President are usually present. While there were no reports of major transportation difficulties, protestors caused some delays and property damage. No one at the Pittsburgh Police Bureau chose to participate in this case study, so the measures taken to protect city employees supporting the bureau are unclear. Additionally, this case study

4 http://www.city.pittsburgh.pa.us/ps/html/emerg_mgt.html

found no information on the overall impact to transportation during the protests. Open-source information, while critical of the police bureau, does not suggest that city employees were in harm's way, and no significant transportation issues occurred as a result.

As can be the case with an NSSE, the G-20 Summit permitted some protest events, and there were designated areas and routes within which protesters could exercise their first amendment rights. The benefit of these kinds of organized activities is that city officials are able to develop planning contingencies and/or alternatives in advance. However, as is also the case with NSSEs, individuals with differing agendas can join these permitted events or will organize spontaneously. The City of Pittsburgh reported having some intelligence concerning protestors not associated with permitted events, but it is unclear whether the police bureau conducted any advance planning with the DPW. According to one city official, issues with protestors involved law enforcement and did not include transportation. However, DPW officials were aware of issues, because they were present in the EOC where all communications were routed and monitored.

The City of Pittsburgh Police Bureau initially did not permit buses through the soft perimeter, as the Transportation Committee had originally agreed upon. This action backed the transit buses up for a short time, causing delays until the issue was resolved and service was restored, allowing buses back into the soft perimeter.

The City of Pittsburgh DPW receives and reviews permits for the use of public space. Prior to the NSSE, there was a permit request to use an area inside the hard perimeter during the G-20 Summit. While the NSSE was still in the planning stages, the City of Pittsburgh DPW forwarded this request to the USSS to determine its legitimacy. The USSS determined the request was not legitimate, and the request was denied. Requests to jurisdictions for the use of public space should be monitored closely when an NSSE is announced. Failure to identify requests impacting the NSSE venue can create problems if the permit request is approved and then must be revoked.

Overall, the City of Pittsburgh did not experience significant transportation delays during the G-20 Summit. While some incidents did occur, planning and flexibility on the part of the City of Pittsburgh facilitated the successful resolution of these incidents. Protestors, as discussed, can be an unpredictable factor that transportation planners planning for an NSSE must address. They must remain flexible and be prepared to make the necessary changes to support the transportation needs and requirements of the public and the jurisdiction.

AFTER-ACTION REPORT

Although not made available for this case study, the City of Pittsburgh developed an after-action report for its internal tracking. This came at the request of the Pittsburgh Emergency Management/Homeland Security Agency and DPW leadership. The DPW provided information to this report reflecting those costs that were captured before, during, and after the NSSE. A single individual for the DPW had responsibility for tracking, recording, and delivering this information for the organization.

LESSONS LEARNED

Hosting the G-20 Summit in Pittsburgh presented some challenges that were successfully met through good planning, well-executed coordination, and pre-established partnerships. PennDOT, many outside jurisdictions and organizations, and the City of Pittsburgh's DPW and Emergency Management/Agency, among others, provided significant resources and support to this NSSE.

The City of Pittsburgh DPW observed that cooperation was essential to the success of the G-20 Summit. It took many people to coordinate the NSSE across varying disciplines. Each had their own priorities based on their area of expertise, which required significant cooperation.

Additionally, the DPW suggested that it would experiment with a smaller soft perimeter if there was another NSSE. There were significant closures in the downtown area of Pittsburgh that worked well for the event; however, a smaller closure area may have also worked, possibly allowing for less impact to downtown residents, employees, and businesses. The result may have allowed for fewer detours due to road closures, more parking lots or meters available, and an increased level of access to the central business district.

From the perspective of the City of Pittsburgh DPW, the USSS's support worked well. Their experience and expertise with NSSEs helped guide the planning process as well as the successful implementation of the plan. The USSS kept committees on track and the planning moving forward.

The initial communications breakdown with the Pittsburgh Police Bureau and the soft perimeter entry and exit points for public transportation were cited as an example of what did not work. While the confusion involving who had access to the soft perimeter was resolved quickly, it highlights a breakdown either within the police bureau and its officers on post or within the planning process itself. However, the quick and incident-free resolution of this issue shows the importance of communication and cooperation.

For future NSSEs, the City of Pittsburgh DPW suggests that individuals in a jurisdiction facing an upcoming NSSE should listen to the thoughts and opinions of all stakeholders, to accommodate everyone's needs. This is true from the planning stage on through to implementation. It is important to fully understand the position of other stakeholders and to work as a partner to be able to help accommodate the requests.

RESOURCES

Interviews

Frank V. Cippel, P.E., Assistant District Traffic Engineer, PA Department of Transportation, Engineering District 11-0, Traffic Engineering Unit

Amanda Purcell, P.E., Municipal Traffic Engineer, City of Pittsburgh, Department of Public Works

Research

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Section 4.0 NSSE Case Study
2008 Democratic National Convention

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NSSE DESCRIPTION

The Democratic Party held the 2008 DNC to officially nominate its candidates for President and Vice President of the United States. The majority of the convention took place in Denver, Colorado, from August 25 to 28, 2008, at the Pepsi Center in downtown Denver. On the final day of the convention, the venue was moved to the much larger INVESCO Field for Barack Obama, the party's presidential nominee, to give his acceptance speech before a crowd of approximately 84,000 people, including 15,000 members of the media.

Due to the size and high-profile nature of the event, the DHS and the USSS classified the convention as an NSSE. To ensure that the NSSE was carried out safely, securely, and efficiently for all parties involved, the City of Denver collaborated with numerous federal, state, and local agencies, each with a predetermined set of roles and responsibilities.

The entities involved in planning and administering the 2008 DNC included 18 City of Denver agencies, 57 other local agencies, 6 state agencies, 11 federal agencies, 5 non-government agencies, and 4 private sector agencies. Some of the major players involved in the event included:

- ***Executive Steering Committee—*** Established by USSS and the City and County of Denver to provide overall leadership for the planning and coordination of NSSE activities
- ***The DNC Host Committee—*** Coordinated the actual event
- ***USSS—*** Served as the lead federal agency with primary responsibility for security of the event, (although they focused mainly on the protection of dignitaries and Very Important Persons (VIPs))
- ***Denver Police Department—*** Served as the lead local agency
- ***Various Federal, State, and local agencies including the Federal Emergency Management Agency (FEMA) Region VIII Office located in Denver, Colorado Department of Public Safety, and Denver Office of Emergency Management—*** Served as members of committees and subcommittees including transportation and security.

Despite the large number of partners and participants involved and the security concerns of the NSSE, the mayor was adamant that Denver should remain "open for business" and that disruptions be minimized. This strategy was incorporated into the planning process. City officials developed plans that provided the USSS with enough support to ensure the overall security of the NSSE and of those attending, but also provided enough flexibility to adjust operations quickly to ensure that most areas of the city were still accessible to the public.

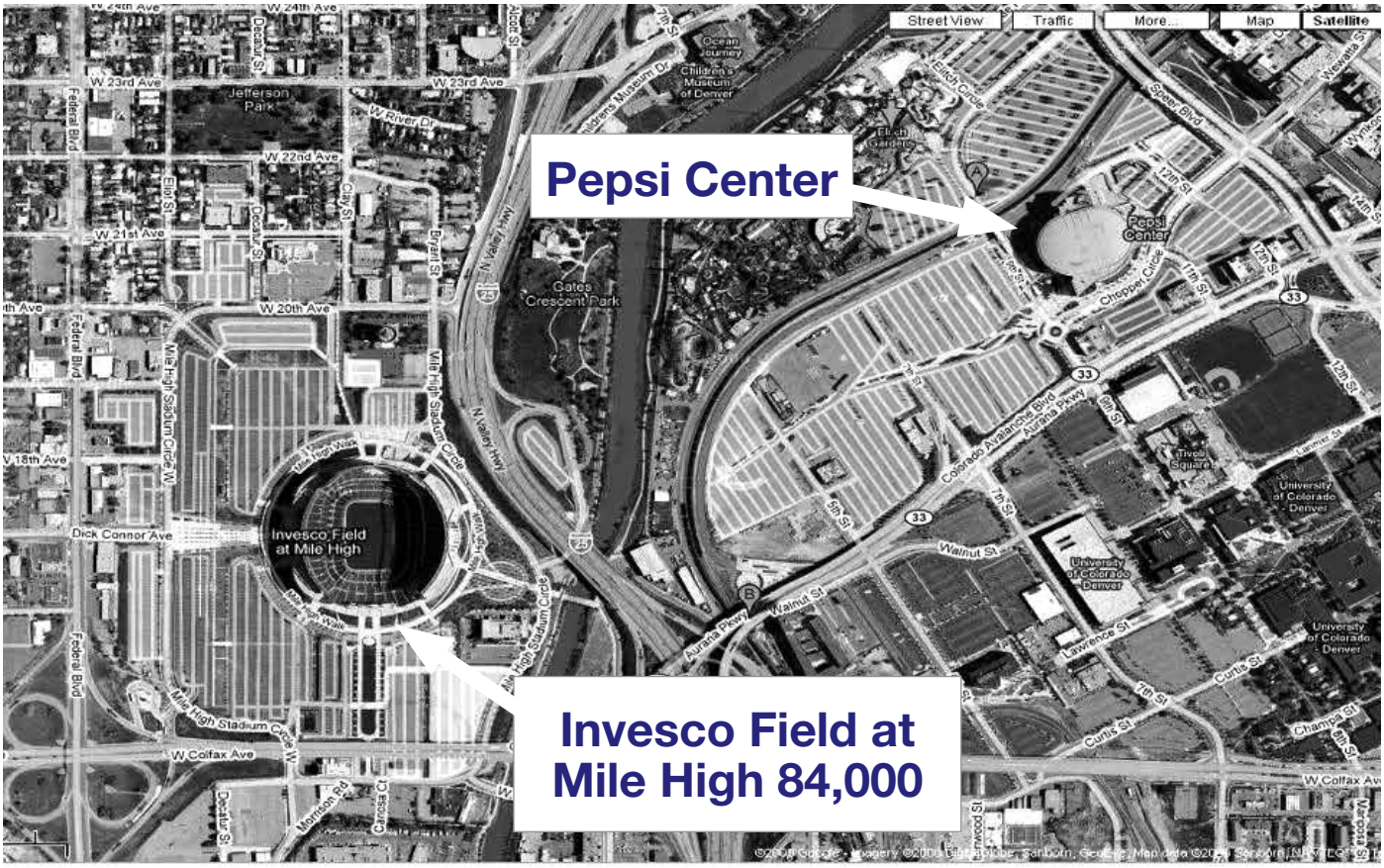
COMMUNITY

The City of Denver is the capital of Colorado and the most populous city in the state. Approximately 2.5 million people live in the Denver metropolitan area, making it the 21st most populous metropolitan statistical area in the United States and one of the largest metropolitan areas in the Rocky Mountain region. The city's downtown district is host to a number of large facilities. This includes the venues that hosted the 2008 DNC—INVESCO Field and the Pepsi Center. The two venues are less than a mile apart but are separated by the Cherry Creek, which runs the length of the city. A number of highways and interstates provide connectivity to the downtown area, including Interstates 25, 225, 70, and 76 and US Routes 6 and 36. The majority of the city itself is laid out on a grid pattern based on the four cardinal directions. However, the downtown business district's grid tilts 45 degrees as compared to the rest of the city. Figure 4-1 shows the downtown location of the 2008 DNC.

The Regional Transportation District (RTD) operates and maintains mass transit in the region, including more than 1,000 buses in the Denver and Boulder metropolitan areas and a light rail system. Denver International Airport, located approximately 19 miles to the northeast of downtown, is also among the largest and busiest airports in the country. Denver is a consolidated city-county. The city elects a mayor to act as the city's chief executive as well as a 13-member city council, with each official having a 4-year term.

The City of Denver was selected for the convention in part because it has hosted other large events that while not NSSEs, had unique security requirements, including the 1993 Papal visit, the Summit of the Eight in 1997, and the 2005 NBA All Star Game. However, these other events were not close to the scale of the 2008 DNC and did not require the same security measures.

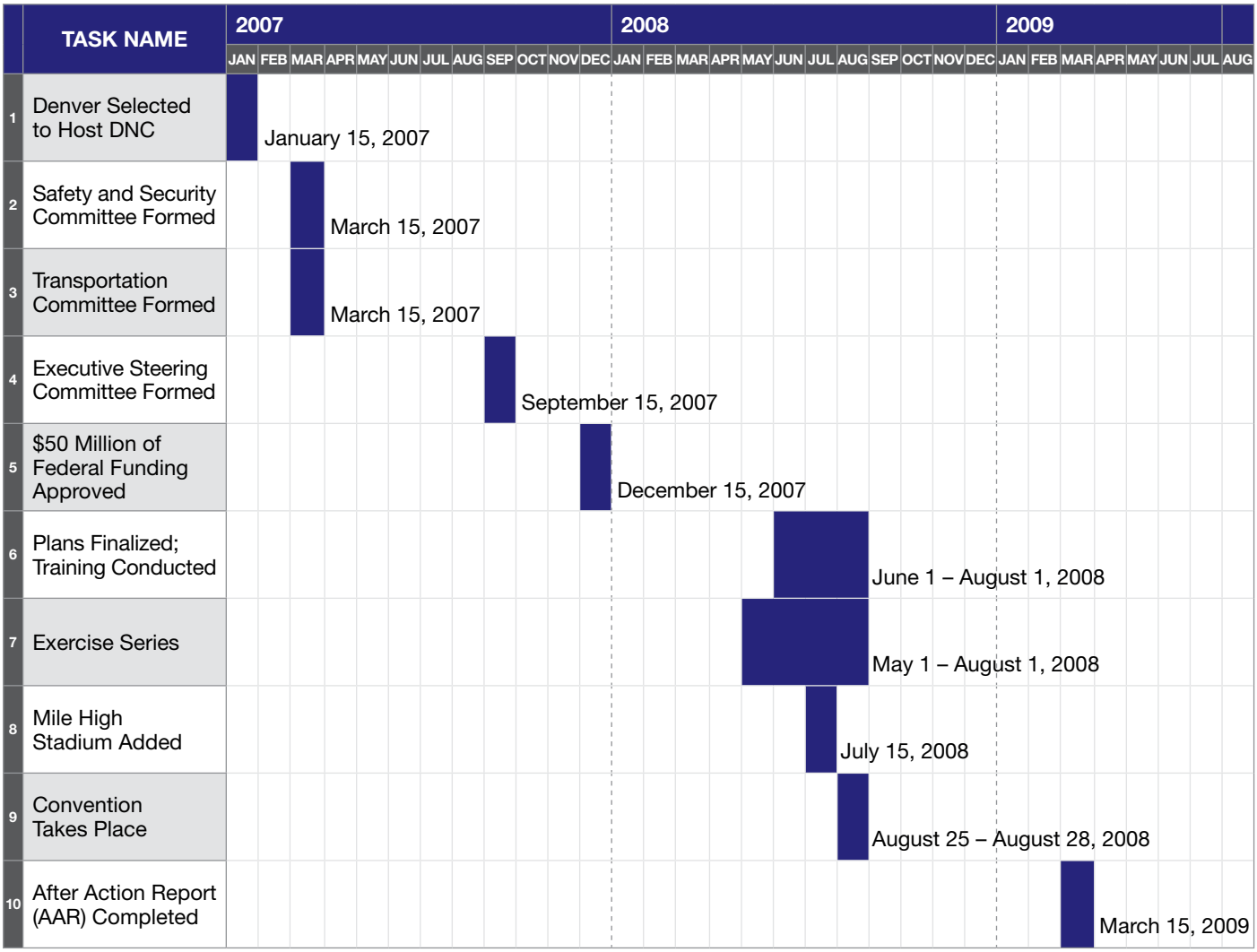
Figure 4-1: 2008 DNC Site in Downtown Denver, Colorado



ADVANCE PLANNING

The entire process of conducting the 2008 DNC took nearly 2 years, including 18 months of planning, the NSSE itself, and 6 months of after-action items following the NSSE. Figure 4-2 presents the major events in the planning process. The process required input from individuals in federal, state, and local agencies.

Figure 4-2: 2008 DNC Timeline



Planning for the 2008 DNC began in January 2007. By March of that year, committees and subcommittees, including the transportation and traffic subcommittee, were formed. The transportation and traffic subcommittee included input from the Department of Public Works, the Office of Emergency Management and Homeland Security, the Colorado Department of Transportation, and the Denver Regional Transportation District. Due to other priorities, the USSS began its planning process in September 2007, filling in as an unofficial executive steering committee with other federal agencies represented as members. The USSS worked with state and local agencies to form 17 planning subcommittees, all with representation from several levels of government and a variety of agencies. In creating these subcommittees, the USSS sought to create a theme of shared responsibility, including having the USSS and Denver Police as co-leads. For example, the USSS and Denver Police worked together to develop a joint crowd management plan. Committees and subcommittees for the event met monthly or weekly for a year leading up to the event. Table 4-1 lists the 17 planning subcommittees.

Table 4-1: List of Planning Subcommitees

PLANNING SUBCOMMITTEES	
Air Space Security	Intel & Counter terrorism
Civil Disturbance	Interagency Communication
Consequence Management	Legal
Credentialing	Public Affairs
Crisis Management	Tactical & Counter Surveillance
Critical Infrastructure Protection	Training
Dignitary / VIP Protection	Transportation & Traffic
Explosive Devices & Mitigation	Venue Security
Fire, Life Safety & Hazardous Materials	

The Executive Steering Committee determined which state and local agencies would participate well in advance of the NSSE and invited the relevant agencies to participate in the planning process. A few peripheral federal agencies did not participate in the planning process but showed up to help at the last minute. Planners still appreciated having the additional resources and worked to ensure that there was a job and location for each. However, quickly assessing how to insert them into the overall organizational structure of the NSSE, including to whom they should report and their function was often challenging.

A Safety and Security Plan was developed in anticipation of the NSSE. In order to form the overall plan, each subcommittee developed strategic and tactical operation plans that provided for a comprehensive, multi-agency approach to providing consistent incident management and all-hazards response. The transportation and traffic subcommittee plan included traffic management, parking management, contingencies for a loss of transportation routes, preliminary detours routes, pedestrian considerations, and an equipment and resource-sharing plan. Upon completion of each subcommittee's plan, the plans were compiled into a single, comprehensive DNC Safety and Security Plan. The transportation plan included parking management for the NSSE. Surveys suggested that the Pepsi Center and other venues holding events would have enough parking for those attending each of the events. Some of the parking around the venues was reserved for VIPs. When necessary, shuttle buses were set up to take the general public from parking lots to the venue. Shuttle bus plans were published well in advance of the NSSE and made available to the public so that attendees knew where to park and how to get to the venue quickly. Despite extensive planning, transportation issues during the event required real time response, including security detours and major and minor road closures. Such adjustments were expected; however, it was a constant challenge to respond quickly and find the best possible routes for VIPs and general traffic.

The plan required early buy-in from senior leadership within the city. For example, the mayor's office was initially resistant to having a substantial number of riot police on the scene as a precautionary measure. However, the office quickly realized the value in over-preparing to avoid having to overreact in the future. The mayor's office and other leadership were consistently open to new ideas upon receiving new information.

NIMS is standard protocol for local enforcement and emergency management. Although the USSS was not in the practice of using this protocol, the 18 months of planning allowed sufficient time to get the USSS up to speed and develop an emergency preparedness plan that outlined the expectations of each agency and was properly vetted and agreed upon.

Part of the planning process included the development of the MACC, which was set up outside of the city. Several agencies, including the USSS and many state and local agencies, participated in the development and staffing of the MACC. The center linked with two of the region's TMCs, the City of Denver's TMC, and the Colorado Department of Transportation's (CDOT's) TMC. Although the majority of transportation staff involved in the event were located in the Denver TMC, CDOT provided additional support and fiber optic connectivity to the MACC. The MACC also linked to 20 additional command centers located throughout the region, as listed in Table 4-2. While the USSS helped develop the coordination center, no federal agents were stationed at the Denver TMC. The TMC itself became a 24/7 operation with an increased staff throughout the NSSE. While the TMC focused on transportation planning and operations, other operations centers, each with a specific focus, were set up as well. For example, a specific

hazardous materials coordination center was developed and hosted representatives from any agency with a primary role in protecting the NSSE from hazardous materials.

Table 4-2: List of Operations Center

COMMAND CENTERS	
Federal MACC	Intelligence Coordination Center
State EOC	Denver TMC (with CDOT TMC in supporting role)
Denver EOC	Department Operations Centers
Venue Command Posts	Joint Operations Center
Denver Police Headquarters Command Posts	Bomb Management Center
Multi-Agency Dispatch	Hazmat Coordination Center

Approximately a month before the event, the DNC host committee decided to move the final night of the convention to the much larger INVESCO Field, about a mile from the Pepsi Center. This required a massive effort on the part of both transportation planners and emergency operations personnel to update transportation and security plans in just a few weeks.

The planning process for the 2008 DNC was extensive. Although some points seemed like overkill to the individuals involved at the time, when the NSSE began, managers and field staff realized the importance of each step in ensuring overall success. ***The extensive planning allowed planners to meet the mayor's requirement to have the city operating with business as usual, even with the closure of Interstate 25, the city's only major highway running through downtown Denver.*** This required coordination with a number of agencies including the Federal Highway Administration, CDOT, police, and the DPW to establish the parameters of the closure, develop detour routes, communicate information to the public, and enforce the closures. The DPW served as the lead coordinating agency for transportation planning and execution.

Drills, Tabletops, or Exercises

A number of drills and exercises were held for various participants in preparation for the NSSE, including two DHS tabletops and a functional exercise. These events helped to define the roles of the operations centers and how they would communicate with each other and their staff. The Denver Office of Emergency Management also conducted its own EOC drill. Prior to the event planning process, Denver's emergency management and traffic engineering personnel already knew each other and collaborated regularly; these personal relationships facilitated joint training events.

All public works staff, including transportation personnel, received ICS training, a standardized, on-scene, all-hazards incident management approach that is part of the NIMS curriculum. This training platform was standard and widespread throughout the region with many partners receiving training. NSSE planners focused the training for many of the field staff on managing crowds and protestor activity (e.g., unchaining protestors, routing marches, ensuring enough space to prevent riots). The Managing Civil Actions in Threat Incidents curriculum, developed and administered by the DHS, served as a helpful and worthwhile training reference for handling large-scale protests, including the development of a crowd management plan. Staff also participated in FEMA's Integrated Emergency Management Course (IEMC). Of the 3,200 police officers involved in the NSSE, the majority went through the training program, which required a yearlong process. Other staff also participated in the program, including planning or operations focused training depending on job function.

Incident command training was already standard for all emergency management agency personnel. The management level institutionalized the importance of this training, which passed down through to the field level, which also receives regular training. Little transportation-specific training was conducted in anticipation of the NSSE. Staff responsible for transportation issues, including field staff from the Department of Public Works, were already well versed in handling transportation issues, including detours and road closures on a regular basis.

Transportation Equipment/Supplies

The Denver TMC normally operates 16 hours per day, 7 days per week. However, the TMC increased its operating hours to 24 hours per day for a 2-week period leading up to the NSSE. The TMC became one of several command centers around the city with representatives from the Department of Public Safety, Denver Police, and CDOT, among others. The team took advantage of the TMC's existing region-to-region connectivity to facilitate coordination among jurisdictions. While the TMC was responsible for dignitary and delegate transportation, the Federal MACC coordinated event and delegate security. The TMC used the region's extensive CCTV system and shared relevant information with other centers. TMC staff found the ability to stream video to other command centers highly useful.

The Denver emergency management team recently acquired WebEOC, an emergency operation management software suite that provides remote connectivity through the Internet. WebEOC served as a common communication platform and ensured continuity of operations among all personnel.

Denver and its regional partners did not own all of the necessary equipment and physical resources necessary for the event, so additional equipment was brought in from around the state, rented, or purchased, including DMS, jersey barriers, and traffic cones. ***For the equipment that could not be borrowed, a rental agency with a five-state regional reach was able to mobilize its entire excess inventory for the NSSE.*** The process for mobilizing all of the equipment required extensive planning and long lead times.

Manpower

Despite the massive scale of the NSSE, the 2008 DNC did not require a substantial influx of additional staff at the TMC or EOCs, although it did require existing staff to work many additional hours. The TMC itself used three overlapping 8-hour shifts to ensure a 24-hour operation. Throughout the NSSE, the DPW crews were always on duty to ensure they were available when needed. However, when not needed, crews were assigned duties outside the NSSE's perimeter. Thus, crews remained busy but also on hand to solve problems when required. Having the staff and equipment already in place allowed for improved response time. Additional personnel from surrounding jurisdictions as well as state-level resources were on standby to provide additional manpower on an ad hoc basis. Due to years of clearing snow from Rocky Mountain winters, DPW management were used to supporting work crews during long shifts with little sleep including preparations to feed and clothe staff.

Although the DNC required few additional dedicated transportation staff, it required many additional security personnel. To support the massive NSSE, the city coordinated a large influx of an additional 3,200 police officers including 1,000 Denver police and 2,200 from partner agencies. These police officers had representatives in the relevant coordination meetings, most of which involved providing NSSE security. Extensive planning was conducted to determine which officers would be responsible for which tasks.

The federal government provided a $20 million grant in support of the NSSE, most of which was used for funding backfill and overtime expenses for personnel.

NSSE Security and Transportation

Part of the related security plan also included identifying multiple security zones. A "hard" perimeter was set up in the vicinity immediately surrounding the Pepsi Center.

A hard perimeter is a specified area the USSS designates based on factors that contribute to the safety and security of the event. The determination for the location of these perimeters is determined by highly trained members of the USSS who examine issues such as blast zones, points of vulnerability, ingress and egress routes, and many other factors. The hard perimeter closes off both pedestrian and vehicular traffic inside the restricted area unless the individual and/or vehicle have the appropriate credentials to gain access. This included transportation planners and managers as required. Most security zones were relatively small. Besides the Pepsi Center, they were often limited to specific delegate hotels. Even on the evening of then Senator Obama's acceptance speech, the area was accessible to transportation staff up to an hour before the speech. In response to the security plan, the transportation plan was developed to allow dignitaries to move from security zone to security zone quickly and safely while minimizing disruptions to the general public's ability to move freely. The plan gave additional consideration to providing the public with detours around security zones as required.

The majority of the individuals involved in the planning and operations of the event were already well vetted and had received background checks as part of their employment, including police, fire, and emergency management officials. Therefore, the credentialing process for allowing these individuals access to sensitive plans and areas was fairly straightforward.

Access and Functional Needs

The planning process for the NSSE gave additional consideration to accommodating special needs individuals. Golf carts, wheelchairs, and other mobility devices were on hand at the NSSE to ensure mobility. However, certain locations had issues related to insufficient special needs access or people not knowing how to access the special needs vehicles. RTD's bus fleet was already wheelchair accessible, so considerations for special needs patrons using public transit were already in place.

COMMUNICATION

Communication among Agencies

In preparation for the NSSE, a detailed communications plan was developed. It was available during the event so that all staff knew the chain of command and protocols for contacting partners, including flow charts for communication along the entire chain. A multi-agency dispatch ensured that event resources, including personnel and equipment, were in place as needed.

The event used a variety of communications tools, including radios, cell phones, and landlines. Other jurisdictions helped out with radio technical support personnel and equipment, although part of the communications plan included ensuring the interoperability of equipment. As previously mentioned, the TMC's CCTV video feeds were shared throughout the agencies with other centers and the USSS. The USSS had access to control the TMC's video cameras at their request. When this occurred, the cameras operated under their rules. A video conferencing initiative was initially explored to improve the communication among agencies, but agencies found implementation too complex and time consuming for their staff. Ultimately, resources were moved to higher priority concerns before full implementation was achieved. During the event, agencies' staff agreed that they did not miss the video conferencing.

Communication to the Public

In anticipation of the NSSE, the City of Denver conducted community outreach through a number of public meetings. The mayor envisioned community-wide participation to share information about the impact of the NSSE on the public.

The magnitude of the NSSE required the closure of some roads. In preparation, the city published expected road closures as part of the NSSE. ***The city held open forums in anticipation of the NSSE to offer the public a chance to voice opinions regarding which roads were closed.*** Publicity for road closures usually started as speculation within the press, which the city then later confirmed and publicized. The city strove to be open with the public regarding potential closures. Citizens were told to expect closures and delays at certain times and places. As the start of the 2008 DNC neared, some road closures began a few days before the actual NSSE, although most were only closed on an as-needed basis. Months of public outreach ensured efficient diversion of traffic, including diverting large trucks to roads on the outskirts of the city and local traffic to arterial roadways. Constant updates to media outlets ensured that information reached customers quickly.

A number of protest groups planned to hold demonstrations during the NSSE. To allow the groups to exercise their civil liberties safely without jeopardizing the security of the NSSE, the City of Denver held a series of conversations with the groups to coordinate protest event locations and routes. Police and the USSS, through dedicated liaison officers, facilitated this process, including conducting outreach and issuing permits. The process worked well for both the city and the protestors. The protestors were able to ensure that they could efficiently and peacefully get their message out. Very quickly, police were able to separate these peaceful protestors from those who might want to incite violence. During the NSSE, police and the DPW responded quickly to update protest routes when necessary, clear the route, ensure the safety of the participants, and maintain security.

USE OF ITS EQUIPMENT/ADVANCED TECHNOLOGY

ITS equipment was used to support the NSSE. As a major metropolitan area, the City of Denver has already deployed a fair amount of ITS equipment to the region:

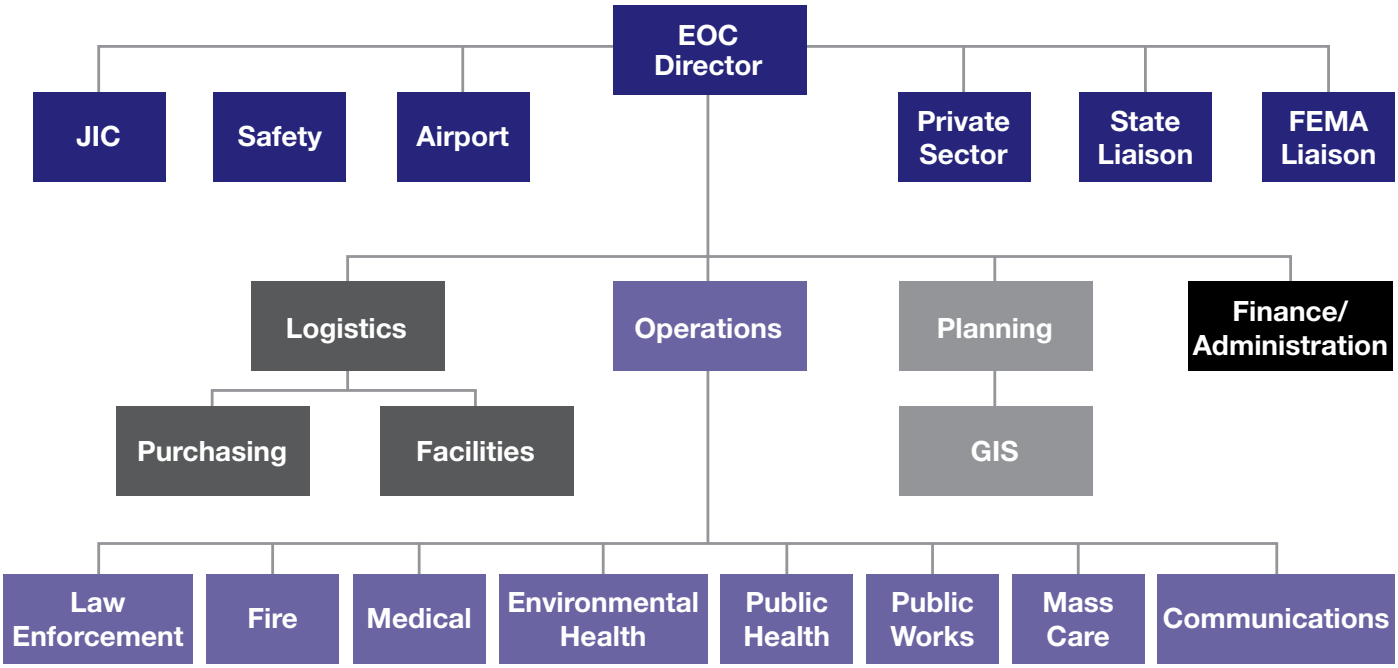
- ***CCTV—***The Denver metropolitan region has hundreds of cameras. Both the Denver and CDOT TMC install and own cameras independently, but share their use so that operators can seamlessly use both systems. The TMCs operate these cameras, but other agencies including the Denver police and emergency operations can view video feeds. Throughout the NSSE, very few roadway incidents occurred that were not viewable in real time with a video feed.
- ***DMS—***Signs were used to convey driving information to the traveling public, including road closures and detours. Two types of DMS were used:
  - Permanent signs exist on major highways and roadways. The CDOT TMC controls the messages on signs on the interstates; the Denver TMC controls the messages on signs on arterials. However, other agencies including emergency management personnel are encouraged to recommend relevant messages.
  - Portable DMS were deployed as needed to all areas. Field staff programmed messages.
- ***Traffic Signal Timing—***The City of Denver's traffic engineers updated the signal timings as needed, especially on detour roads and event routes.
- ***Traffic Count Data—***Traffic count data was used before and after the NSSE to improve signal timings and plan for detours.

COORDINATION AND DECISION MAKING

Various agencies and organizations were responsible for organizing the entire NSSE. Federal, state, and local agencies responsible for ensuring security and coordinating transportation worked closely with the host committee as needed. Overall, there was good communication and a spirit of collaboration among agencies of all levels of government. While the USSS was the lead on anything security related, they were open to discussion on most aspects of the security operation.

During the planning process, the various committees and agencies collaborated as needed. Members of the transportation committee participated in other committees. This gave the group the opportunity to weigh in on other issues. All of the committees leveraged their existing relationships with other members to facilitate the coordination of events. Figure 4-3 shows the organizational structure of the Emergency Operations team. Transportation and traffic issues were encompassed by "Public Works," since the DPW has primary responsibility in this area.

Figure 4-3: Emergency Operations Organizational Structure



The executive steering committee, in which the host committee was represented, made final decisions regarding the event including the decision to move the location of the event's final speech to the much bigger INVESCO Field. Political officials conducted much of the high-level planning. Nonetheless, these officials encouraged an open dialogue.

AFTER-ACTION REPORT

The Denver Office of Emergency Management and Homeland Security developed an after-action report. The report contains information on planning and operations activities, the individuals involved, communications and information sharing, and coordination among agencies. A section of the report includes details regarding the DPW's transportation activities, including strengths and areas for improvement.

LESSONS LEARNED

Overall, the NSSE was deemed a success. Both the media and the community at large noted that metropolitan Denver was still open and accessible even during the NSSE. This case study identified a number of good practices:

- ***Conduct Training and Exercises Early—*** Despite the 18-month planning process, it's never too early to start conducting training and exercises. Define relationships and responsibilities early in the process.
- ***Get the Right People—*** When conducting training, it's not only important to have representation from the right agencies, but the right people from those agencies also need to be involved.
- ***Be Considerate of Staff's Time and Commitment—*** Intense training and planning on top of normal duties can leave staff burnt out.
- ***Just-in-time Training—*** Some staff will inevitably show up at the last minute. An expedited training program also should be established for those individuals who show up to help at the last minute. Field guides can facilitate the process.
- ***Proper Training—*** Conduct training and tabletop exercises to test plans. The NIMS and ICS training program were both critical to the planning process and provided an opportunity for everyone involved to have some basic understanding of command structure. This includes training for both large- and small scale events.

- **Remember That Not Everyone Has Been Trained—**It's important to communicate to staff that have been involved in the entire training process that not everyone has been properly trained as thoroughly as they have.
- **Permanent Committees—**In response to the positive experience of the NSSE safety and security committee, Denver is currently in the process of forming a permanent committee.
- **Utilize Technology for Communications—**The use of the City's robust fiber optic network was critical to providing high-quality, high-speed communication among partners; utilize this technology to increase information sharing.
- **Utilize Technology for Tracking—**Using technology was critical including WebEOC, CCTV, DMS, and GPS tracking for delegates and dignitaries. Technology can also be utilized to document events, including tracking time and finances.
- **Establish Communications Plans and Operations Manuals—**Ensuring that each group and command center had communications plans and operations manuals ensured continuity of operations, open communications, and a universal understanding of the chain of command.
- **Develop Partnerships with Other Agencies—**Know counterparts in sister agencies, cities, and counties.

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W. Scott Field, Deputy Director for Operations, Denver Office of Emergency Management and Homeland Security

Matthew Wager, Director of Operations, Traffic Engineering Services, Denver Department of Public Works

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Section 5.0 Planning for National Special Security Events: Transportation

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INTRODUCTION TO SECTION 5.0

Every year, transportation planners and operators at the state and local levels prepare for and execute planned special events that occur within their jurisdiction. As the popularity of special events has grown over the years, special event operations and coordination have increasingly become a part of the everyday transportation environment. Unique among planned special event activities are events that carry the NSSE designation. NSSEs have been designated as such since the late 1990s; however, the attacks on September 11, 2001, created a public concern regarding the safety of large spectator events, requiring jurisdictions at every level to reconsider their planning and coordination of security arrangements.[5] Moreover, increased coordination among the various departments and agencies is even more vital as the personnel and funding resources needed to support these events are constrained. These events include, but are not limited to, presidential inaugurations, presidential nominating conventions, major sports events, and major international meetings. There were 35 of these events between September 1998 and February 2010. An NSSE places the USSS in the position of lead federal agency for the design and implementation of the operational security plan. In most cases, this plan includes, and directly affects, the transportation system for the jurisdiction in which the NSSE will occur. Special planning considerations must address costs for reimbursement, resources for allocation, and the jurisdiction to navigate the coordination required to host a successful NSSE.

Once an event receives an NSSE designation, the USSS relies on partnerships with federal, state, and local officials to provide a safe and secure environment for the event and for those in attendance. Resources used as part of past NSSE operational security plans that NSSE-designated events could deploy include physical infrastructure, security fencing and barricades, special access accreditation badges, K-9 Teams, and other security technologies.[6]

According to the US Department of Justice, pre-event planning should begin 12 to 18 months before the date of the event, if possible.[7] At the federal level, pre-event planning may begin 2 to 3 years prior to a major special event.[8] Often, major national and regional events involve multiple federal, state, and local agencies.[9] Additional key partners include fire, EMS, transportation, public works, health, and other public agencies and the private sector—businesses affected by the event, as well as private security.[10] Planning implementation includes, but is not limited to, the following:

1. Establish a steering committee
2. Establish subcommittees
3. Identify and acquire resources
4. Construct an operational security plan
5. Establish protocols
6. Conduct training
7. Execute the plan
8. Complete after-action reviews.

Generally, an NSSE will encompass all aspects of a jurisdiction's resources and will require participation and buy-in at the highest levels. The importance of the role of both the local and state DOTs/DPWs cannot be understated. The effect on a jurisdiction's transportation system will greatly decrease with the appropriate level of attention provided early, and throughout, the planning process. With appropriate coordination, cooperation, and negotiation, event-day activities will be successful when transportation professionals are able to apply their knowledge and expertise into the operations of the NSSE. Post-NSSE activities are also an essential part of the event. In addition to ensuring the safety of the public and the successful return of the transportation system back to pre-event operating levels, transportation professionals must also consider after-action reporting and lessons learned.

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5 National Strategy for Homeland Security, Office of Homeland Security. 2002.

6 Fact Sheet: National Special Security Events. 2006. Department of Homeland Security website: http://www.dhs.gov/xnews/releases/pr_1167323822753.shtm

7 Conners, Edward. *Planning and Managing Security for Major Special Event: Guidelines for Law Enforcement.* U.S. Department of Justice, Office of Community Oriented Policing Services. March, 2007.

8 *Ibid*

9 *Ibid*

10 *Ibid*

At the federal level, the NRF describes ESFs as a structure for coordinating support for response to an incident.[11] Many local jurisdictions across the United States have also adopted this ESF structure in an effort to streamline coordination both horizontally and vertically at all levels of government. In the NRF ESF framework, the role of transportation is ESF #1. ESF #1 provides transportation assistance in domestic incident management.[12] The NRF also stipulates that the primary responsibility for management of incidents involving transportation rests with state and local authorities and the private sector, which own and operate the majority of the nation's transportation resources.[13] While an NSSE is not an incident in the context of the NRF, this language suggests an expanded role for a local jurisdiction's DOT/DPW during the pre-event planning, event, and post-event phases.

Submit questions concerning the distribution, transmission, and destruction of this document to the Federal Highway Administration's Office of Transportation Operations, Office of Operations, Emergency Transportation Operations Team, at *OperationsFeedback@dot.gov*.

Background

Presidential Decision Directive 62 (PDD 62), "Protection Against Unconventional Threats to the Homeland and Americans Overseas," issued on May 22, 1998, included the designation that the USSS will be the lead agency in the planning, implementation, and coordination of operational security for events of national significance.[14] Congressional Act P.L106-544, "Presidential Threat Protection Act of 2000," approved on December 19, 2000, expanded the role of the USSS to plan, coordinate, and implement security operations at special events of national significance.[15] It was at this point that special events were designated NSSEs.[16] Today, these events include presidential inaugurations, major international summits held in the United States, major sporting events, and presidential nominating conventions.[17]

Factors contributing to the designation of an NSSE include the anticipated attendance by US officials and foreign dignitaries, the size of the event, and the significance of the event.[18] While in the past, the President directs the designation of an NSSE, today the Secretary of the DHS, acting as the representative for the President, has responsibility for the designation.[19]

Since 2004, the FHWA has been working to provide information concerning traffic management during planned special events. While an extensive array of publications exist on the subject of planned special events, FHWA understands that the NSSE is still an area of planning requiring further information. This is due to the infrequent occurrence of this type of event, the likelihood that it could occur in jurisdictions with little or no exposure to an NSSE, and the overall complexity and coordination required to host an NSSE without incidents.

Purpose

The purpose of this document is to provide a framework to assist state and local transportation professionals with planning and operations for NSSEs. This document includes examples and practices that local jurisdictions employ with transportation responsibilities, as well as strategies that have been effective for planning and operations. This document aims to provide a variety of approaches for tailoring to NSSEs in any local jurisdiction.

Roles and Responsibilities

The successful implementation of an NSSE plan requires the participation and coordination of a variety of partner agencies at the federal, state, and local levels. While each NSSE is unique, statutory requirements dictate the roles and responsibilities that various agencies have in the planning and execution of events. While the USSS has the primary responsibility of leading the planning and operations of NSSEs, other organizations including DOTs, DPWs,

11 National Response Framework Emergency Support Function Annexes. pp. 1. DHS/FEMA website: *http://www.fema.gov/emergency/nrf/*
12 *Ibid*, pp. 9
13 *Ibid*, pp. 10
14 Reese, Shawn. (2007). National Special Security Events. *CRS Report for Congress*; pp. 1.
15 *Ibid*
16 *Ibid*
17 Reese, Shawn. (2007). National Special Security Events. *CRS Report for Congress*; pp 1.
18 *Ibid*
19 *Ibid*

transit agencies, local governments, emergency management agencies (EMAs), local law enforcement, and local fire/EMS each play a role. Successful implementations will ensure adequate representation of each agency and agreement with the final plan, and that any conflicts or issues are resolved prior to implementation.

USSS

With the passing of the Presidential Protection Act of 2000 into public law, the amendment to Title 18, USC § 3056 codified PDD-62. This placed into federal law the roles and responsibilities of the USSS to participate "in the planning, coordination and implementation of security operations at special events of national significance."[20] In a January 2005 press release for the 55th Presidential Inauguration, USSS Director W. Ralph Basham stated that it was their goal not only to ensure the security of each event site, but also to create a safe and secure environment for all participants, visitors, and area residents. The goal is to provide a safe and secure environment for USSS protectees, other dignitaries, event participants, and the general public.

When the Secretary of the DHS designates an event an NSSE, the USSS assumes its mandated role as the lead agency for the design and implementation of the operational security plan.[21] The USSS uses a clearly defined and well-developed strategy to carry out its security operations, which require strong partnerships with local public officials. There is a tremendous amount of advance planning and coordination in preparation for these events, particularly in the areas of venue and motorcade route security, communications, and credentialing.[22]

Potential security measures that the USSS can request from a local jurisdiction for an NSSE include, but are not limited to, the following:

1. Road closures
2. Transit system closures
3. Closed-access areas
4. Security screening areas and entry points
5. Air security
6. Water security.

The role of the USSS Major Events Division is planning and coordination of USSS headquarters and the various field offices. Coordination includes advance planning and serving as a liaison for venues with other federal, state, and local agencies including DOTs/DPWs and transit agencies for transportation-related needs.

Local Government

While the USSS is the lead federal agency in developing, exercising, and implementing security operations for an NSSE, it does not possess all the resources necessary to carry out the event. Therefore, it falls to the local jurisdictions hosting the NSSE to support a typically law enforcement event.

All aspects of local government will support an NSSE from local law enforcement and fire/EMS to the water and sewer agency, public space/parks, and elected officials. For a local DOT/DPW, this involvement can include alternative transportation plan development, sidewalk garbage can removal, signal removal, roadway restriping, multiple street closures, partial or complete highway/freeway closures, ramp or overpass closures, debris removal, and expedited or closed construction projects. The requests follow the criteria for designation of an NSSE; the attendance of officials and dignitaries, the size, and the significance of the event determine the requests.

Local governments may also coordinate with the private sector for some resources and assistance. For example, for the Major League Baseball All-Star Game in Seattle, the city formed a local host committee as a liaison for the NSSE with the business community.

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20 USSS National Special Security Events. USSS website: *http://www.secretservice.gov/nsse.shtml*
21 *Ibid*
22 *Ibid*

DOT/DPW

Leading up to the 55th Presidential Inauguration in January 2005, the USSS and the Washington, DC, Department of Transportation (DDOT) became involved in negotiations surrounding the *Celebration of Freedom*—an event that takes place on the Ellipse, located in the heart of downtown DC, on the night before every inauguration. The USSS stated a need to close the streets for two city blocks around the Ellipse for 2 days prior to the event to establish security perimeters and set up security screening equipment. The Director of DDOT insisted that these closures were an unreasonable request and placed an undue burden on the citizens and workers who use these roadways during heavy rush-hour periods in the downtown area. The challenge for the USSS and DDOT was one of security versus practicality. While the 55th Presidential Inauguration was not the first NSSE post-September 11th, it was the first inauguration, and therefore security concerns surrounding this event were at their highest. When negotiations reached a standstill, the DC Metropolitan Police Department's (MPDC's) Special Operations Division, responsible for developing MPDC's plan alongside the USSS and DDOT, joined together with DDOT in an appeal to DC Congresswoman Norton for support. Subsequent negotiations resulted in a compromise that worked for both agencies and reduced the effect on businesses and the community as this event approached.

While the need to call upon a representative of Congress for support in negotiations is an extreme example of the challenges that a jurisdiction can face when dealing with such a high-profile and high-security event, this is not the norm. This example demonstrates that local jurisdictions have the ability to negotiate with the USSS in advance of an event to develop plans satisfying both the security needs for the event and what is reasonable for the local jurisdiction. As is the case for any planned special event, the likelihood of resolving challenges increases with advance planning.

The roles and responsibilities for a local DOT/DPW are subject to factors surrounding the nature of the event. Whether the NSSE is an indoor event, as are the State of the Union Address and the Group of Eight (G-8) Summit, or an outdoor event, as is the case for a majority of Presidential Inaugurations and some major sporting events with an NSSE designation, transportation and infrastructure considerations play a vital role and require serious attention. While the USSS will provide information concerning the venue(s) and scope of the event, the local DOT/DPW will be responsible for providing liaison personnel, coordinating and providing resources, developing a comprehensive transportation plan, and helping disseminate the appropriate information to the public when authorized.

Since the lead times for NSSE events vary, the number of committees and sub-committees necessary to develop a comprehensive plan will vary as well. Both internal government agencies and external partners such as the USSS or a neighboring jurisdiction that the event may have an impact on or that may support the event can ask the DOT/DPW to attend multiple committees. For the 2005 Presidential Inauguration, transportation committee memberships included, but were not limited to, the following:

- Transportation (DDOT Transportations Operation Division Special Events, including Parking, Work Zone Public Safety, Traffic Management Center, and Roadway Operations Patrol; the DDOT Infrastructure Project Management Administration, Ward Representative; and the Washington Metropolitan Area Transit Authority)
- Public Works
- Public Space
- Law Enforcement (MPDC Special Operations, USSS, US Capital Police, US Park Police)
- Fire/EMS (DC Fire and EMS Special Operations)
- Emergency Management (DC Emergency Management Agency, now Homeland Security and Emergency Management Agency)
- DC Inaugural Committee
- Armed Forces Inaugural Committee
- USSS Inaugural Committee
- Department of Consumer and Regulatory Affairs
- Parking.

Each NSSE will have its own committee demands and requirements. It is the responsibility of the local jurisdiction's DOT/DPW to evaluate the level of support needed for the NSSE. This evaluation can include the need to establish internal DOT/DPW committees or working groups, establish intergovernmental committees to allow information to flow both horizontally and vertically throughout the local jurisdiction, and conduct outreach to neighboring jurisdictions. In the case of the 2005 Presidential Inauguration, an internal DDOT Parking Committee was necessary due to the logistics and security needs surrounding the event. The issue of parking alone was a large enough part of transportation planning that it required its own time and focus. By working closely with its committee members to understand the priorities of the event and the needs of support agencies, visitors, and VIPs, DDOT was able to maximize available parking in support of a heavy security environment.

In addition to the various committees on which DOT/DPW staff will participate, these agencies will also require representation at what can be multiple operations centers. This can include operations centers for the local EMA, neighboring jurisdictions, USSS, military, local police, and DOT TMCs, both inside and outside the host jurisdiction.

As an example, for the 2008 DNC in Denver, CO, the planning process included the development of a MACC. The USSS and many state and local agencies participated in the development and staffing of the MACC. The center linked with two of the region's TMCs, the City of Denver's TMC and CDOT's TMC, and 20 additional command centers located throughout the region. Although the majority of transportation staff involved in the event were located in the Denver TMC, CDOT provided additional support to the MACC.

DOT/DPW personnel who staff these operations centers should have the authority and ability to make critical decisions and allocate resources at a moment's notice. These staff members can also relay event information, if appropriate, back to their DOT/DPW personnel to help in the effective mitigation of any transportation-related issues. Some operations centers will require special access and a USSS background investigation, as discussed in detail later in this document.

One important responsibility for any DOT/DPW supporting an NSSE is the record-keeping process. While some NSSEs involve a single venue, others can have multiple venues, and the USSS can assign a special agent to be in charge of each location. Regardless of scope, recording contacts, meeting notes, and planning agreements can be an important part of the process. In addition, the tracking of resources used to support the NSSE also helps in documenting costs. After-action reports and lessons learned reports post-event will not only provide insights for future events but can also be used to educate and improve how (the transportation component of) NSSEs are conducted throughout the transportation community. The responsibility is on the local DOT/DPW to keep track of this information. It is important that those assigned to support the NSSE establish a dedicated tracking process to capture hours worked and the work conducted during those hours. If costs are submitted for reimbursement, the federal government can request an accounting of specific costs.

Emergency Management Agency

The mission of most local EMAs is to manage the jurisdiction's emergency operations to prevent, protect, respond to, and recover from natural and man-made emergencies. EMAs accomplish this by developing plans and procedures, coordinating resources, providing training, conducting exercises, and coordinating special events. The level of activity for an EMA within a jurisdiction can vary since some jurisdictions have standalone operations for emergency management, while others have dedicated operations housed within the fire or police departments. In Seattle, Washington, and Washington, DC, the role of the EMA, as it pertains to pre-planned special events and NSSEs, is that of overall coordinator and facilitator of local resources.

The EMA serves as host of a standing committee with representatives from all parts of the local government. In some communities, this committee works as a team to review and approve special event requests. For an NSSE, the local EMA serves as a facilitator and provides outside jurisdictions with access to the representatives as needed. The EMA does not have jurisdiction over the resources of (other) local government agencies but serves as a conduit for those agencies to allocate resources required to fill gaps identified throughout the planning process as well as during the NSSE. An example of resources needed may be as simple as requesting additional meals ready to eat for field operations personnel. An active EMA will be involved in every committee and will receive invitations to all major planning and coordination meetings. This access provides an opportunity to share information with all other local agency partners through regular internal coordination meetings. Additionally, the EMA

can relay any concerns and elevate issues to the appropriate level of government. The EMA will work as a partner with the DOT/DPW to support their planning efforts.

Since communications is such an integral part of overall operations, the EMA can be the POC for providing secure handheld radio networks. These networks are necessary due to the nature of the event and may be required for use by the DOT/DPW. Communication networks can be open to law enforcement, other city services, and the USSS. Other federal departments and agencies including the FBI and DHS can also monitor the channels. Training may be necessary on the etiquette and handling of secure communication devices that the EMA provides. The EMA may also provide additional training for DOT/DPW personnel such as training on the NIMS, the NRF, and the ICS, as well as any local emergency and contingency plans and procedures.

Local Law Enforcement

The primary role of law enforcement during an NSSE is to support the USSS in implementing security operations. In some cases, law enforcement from surrounding jurisdictions and across the country can be called in to support these operations. While the USSS has the primary role of planning and coordination, at the local level, law enforcement will allocate and assign resources as appropriate to support the mission. As with many of their local governmental counterparts, law enforcement will staff operations centers as well as participate in and chair various committees. In jurisdictions where the law enforcement hierarchy houses the emergency management role, the role of law enforcement will expand to take more of a lead in coordinating internal information and meetings with local government agencies. Additionally, some jurisdictions will have a dedicated planning staff for special event planning, while others may just assign personnel as needed. The level of resources and experience can vary from jurisdiction to jurisdiction.

For the 2008 DNC, the City of Denver formed a safety and security committee that consisted of the police force, fire department, EMA, and other public safety agencies. In addition, the USSS formed an unofficial executive steering committee and worked with state and local agencies to form 18 planning subcommittees, on which the USSS and Denver Police were co-leads. For example, the USSS and Denver Police worked together to develop a joint crowd management plan. Committees and subcommittees for the event met monthly or weekly for a year leading up to the event.

Where DOT/DPW is concerned, law enforcement is an important part of the planning and operations process. Law enforcement's role in support of DOT/DPW planning revolves around resources and the overall security requirements of the event. Street closures for an NSSE will require a law enforcement presence even where barricades are present. Therefore, the desired closures by DOT/DPW for the best possible routing of vehicles and pedestrians may be restricted in their travel by the amount of resources that law enforcement can provide. It is important to make decisions concerning placement of media, spectators, protestors, resources to support the event, street closures, and barricades through close coordination of law enforcement and the DOT/DPW. For example, during the transportation and detour planning process for the 2009 G-20 Summit, law enforcement personnel were involved in the planning and operation of detours. The Pennsylvania State Police played a primary role in organizing road closures on the Interstate highway system, while the Pittsburgh Police Bureau was involved with street closures in downtown Pittsburgh.

Local Fire/EMS

An often overlooked resource with a major coordinating role with the DOT/DPW is Fire/EMS. While the roles and responsibilities of Fire/EMS primarily concern life safety, some local governments will maintain the emergency management functions within the fire department. With this added responsibility, Fire/EMS will have to expand their role as they lead the overall coordination of internal information and meetings with local government agencies. Fire/EMS will also staff operations centers as well as participate on and chair various committees.

One of the main concerns for Fire/EMS is emergency routing and access to hospital facilities in the event of an emergency, regardless of scale. The role of Fire/EMS is to use their expertise to work together with the DOT/DPW to incorporate routing plans into traffic management plans. These routes also need to be coordinated with local law enforcement and USSS committees and coordination officials. Additional concerns that Fire/EMS may have that will affect DOT/DPW include the need to reach multiple hospitals if an incident occurs that results in multiple casualties, available exit points if an NSSE has a secured route or perimeter, and staging areas for resources and field medical units. For the G-20 Summit, the Pittsburgh Fire Bureau and the EMS were involved with the Transportation Committee and participated in the discussion of closures, because of the possible effect of closures and limited

access on service. Fortunately, two fire stations are located on opposite sides of the city and convention center, so the closures were not a significant factor.

Boston was the site for the 2004 DNC in November 2002, which was approved as an NSSE in May 2003. Preparations for the 2004 DNC including forming a steering committee and 17 subcommittees. Boston's EMS led a Medical Subgroup, formed under the Consequence Management Committee. The Subgroup included 39 federal, state, and local organizations and met monthly from December 2003 through April 2004 and then twice monthly up to the event at the end of July 2004.

PRE-NSSE COORDINATION

A large portion of the work required for an NSSE consists of the pre-event planning and coordination. Some of the activities required include the need to:

- Determine whether an event needs to be designated as an NSSE
- Share information with and receive buy-in from partner agencies
- Set up committees and subcommittees
- Plan for transportation and traffic contingencies and transit services
- Implement security and credentialing procedures
- Develop parking procedures
- Deploy signage
- Deploy staging areas.

Careful and detailed planning in the pre-event stages will help to ensure a safe and successful NSSE.

NSSE Nomination/Designation Process

The NSSE nomination/designation process consists of the following five steps:

1. Request from the governor of the host state
2. Completion of questionnaire by the host state
3. Review of questionnaire by the NSSE Working Group
4. Working Group recommendation to the Secretary of DHS
5. Designation determination by the DHS Secretary.

Initiation of this process occurs when the governor of the host state submits a written request to the DHS Secretary.[23] The DHS Secretary forwards this letter for review and consideration to the NSSE Working Group, which is composed of senior officials of the USSS, FBI, FEMA, and other federal agencies.[24] Factors for consideration during the designation process include:

1. High-level federal official attendance
2. Dignitary attendance
3. Size of the event
4. Significance of the event
5. Duration of the event
6. Location of the event
7. Recurring nature of the event

23 Statement by Timothy J. Koerner, Assistant Director, Office of Protective Operations, USSS to the U.S. House of Representatives Subcommittee on Intelligence, Information Sharing, and Terrorism Risk Assessment. Colorado 2007.

24 *Ibid*

8. Media coverage
9. State and local resources
10. Multiplicity of jurisdictions
11. Threat assessments.

For the 2008 DNC and RNC in Denver and Minneapolis/St. Paul respectively, the NSSE Working Group reviewed both requests and the overall security environment, and recommended that the conventions receive NSSE designation.[25] Upon designation of an event as an NSSE by the Secretary of the DHS, the USSS becomes the lead federal agency for operational security design, planning, and implementation. The FBI becomes the federal lead for intelligence and counter-terrorism, while FEMA is the federal lead for providing planning support and operational readiness for possible emergencies. The NSSE designation provides local jurisdictions and the event planners with the expertise and resources of the USSS and other federal agencies, as well as the experience and knowledge gained from lessons learned during prior NSSEs.[26]

An NSSE designation does not mean that the USSS, or any other federal government agency, will usurp the local jurisdiction's day-to-day responsibilities. The scope of the NSSE is limited to the event and the security perimeters in and around the sites and to protectees, delegates, and other attendees.[27]

Committee Overview

The planning process begins with the establishment of an executive steering committee, typically comprised of command-level representatives from the USSS, FBI, FEMA, local law enforcement, and public safety agencies within a local jurisdiction.[28] The executive steering committee establishes a subcommittee structure that distributes assignments in connection with the development of various elements of the operational plan among a variety of subject matter experts from within the greater law enforcement and public safety community,[29] to include transportation professionals.

The 2005 Presidential Inauguration Steering Committee included the following members:

1. USSS
2. US Capitol Police
3. US Park Police
4. Joint Forces Headquarters National Capitol Region
5. Armed Forces Inaugural Committee
6. FBI
7. FEMA
8. Washington, DC Metropolitan Police Department
9. Washington, DC EMA
10. Washington, DC Fire and EMS
11. Washington, DC Metropolitan Transit Police.

The subcommittees met routinely during the weeks and months leading up to the event and reported regularly to the executive steering committee to discuss and share their progress in developing their part of the overall operational security plan.[30] The executive steering committee also served as the mediator and final arbiter of disputes that could not be resolved within subcommittees. In this way, the executive steering committee and the operational subcom-

25 Statement by Timothy J. Koerner, Assistant Director, Office of Protective Operations, USSS to the U.S. House of Representatives Subcommittee on Intelligence, Information Sharing, and Terrorism Risk Assessment. Colorado 2007.
26 *Ibid*
27 *Ibid*
28 *Ibid*
29 *Ibid*
30 *Ibid*

mittees were the framework for the development and implementation of the security plan, and served as the conduit for information sharing among the various agencies involved in this process.[31]

Subcommittees for the 2005 Presidential Inauguration consisted of the following:

1. Airspace Security
2. Capitol Hill
3. Credentialing
4. Crisis Management
5. Critical Infrastructure
6. Civil Disturbance/Prisoner Processing
7. Consequence Management
8. Dignitary/VIP Security
9. Explosive Ordinance Team/K-9
10. Fire/Life Safety/Hazardous Materials (Hazmat)
11. Intelligence and Counter-Terrorism
12. Interagency Communications
13. Legal
14. Parade Route
15. Public Affairs
16. Reviewing Stand
17. Tactical and Counter Surveillance
18. Training
19. Transportation/Traffic
20. Venue Security.

Similarly, for the 2008 DNC, Denver had 18 planning subcommittees, one of which was transportation. Each had a federal and local co-chair and, in some cases, a state co-chair depending on the state's level of involvement in that area. The subcommittees met bi-weekly for a year.

Internal Coordination

Notice of an upcoming NSSE can come to a local DOT/DPW under two circumstances—short notice such as presidential funerals and advance note such as a party nominating convention. In the case of an annual or projected event, such as the State of the Union Address, Super Bowl, or a national party nominating convention, locations and timelines are known and have an element of predictability. With these events, the venue is set and the purpose of the event has already been determined. Planning for such events can begin up to a year or more in advance of the NSSE. The expected number and level of dignitaries in attendance will contribute to the time required to prepare for an event. World events and politically sensitive issues of the day will affect and drive the level of security and resources required to protect the venue and its participants adequately.

Unplanned or short-notice NSSEs have much shorter timetables. Advance notice might not be possible for these events (e.g., a state funeral), or they may result from a last-minute change of plans (e.g., G-20 Summit in Pittsburgh). The short-notice events require increased flexibility as the USSS works to expedite the planning process. These events still require an acceptable level of public safety and protection for VIPs. However, presidential funerals do have some elements of predictability, which this section will discuss in more detail later. Other unplanned NSSEs, such as public gathering events, may have other predictable elements, including likely timeframe, length, number of attendees, and location, based on the type of event.

31 Statement by Timothy J. Koerner, Assistant Director, Office of Protective Operations, USSS to the U.S. House of Representatives Subcommittee on Intelligence, Information Sharing, and Terrorism Risk Assessment. Colorado 2007.

Pre-event planning focuses on coordination and negotiations. Getting buy-in from the leadership within the DOT/DPW as well as the local government is essential according to many jurisdictions who have hosted an NSSE. The appropriate channels, EMA, law enforcement, or Fire/EMS (depending on the jurisdiction), notify the DOT/DPW of the NSSE designation and the DOT/DPW begins initial meetings to obtain the facts about the event. This will include the size, scope, invitees, and requirements of the event.

The lead local agency, the member assigned to the executive steering committee, whether law enforcement, Fire/EMS, or the EMA, will then organize an internal kick-off meeting with members of the local government to share information and begin to establish their internal committees and to solicit representatives for subcommittees. It is the responsibility of the DOT/DPW staff assigned to committees and subcommittees, both internal and external, to identify and resolve all issues related to their specialty area. If the DOT/DPW is a chair/co-chair, they are empowered to make decisions and resolve issues important to their jurisdiction. Typically, the types of internal committees follow those established by the executive steering committee. Next to security, transportation is one of the larger and more significant committees during many NSSEs. Because a local jurisdiction's concerns extend well beyond the protection the USSS is trying to provide, an NSSE will require more resources and therefore more internal committees for the local government. In the case of the 55th Presidential Inauguration, DDOT determined that it needed separate committees within transportation and established them accordingly. While federal partners established an overall transportation committee, DDOT established a committee for DOT, DPW, and parking. However, this structure is not always necessary for all NSSEs.

Once there is agreement on the internal committees, assign representatives to participate on those committees. For example, the DOT/DPW may need to have a representative on the Public Space Committee but not the Parks Committee. If there is a DOT Committee, the DPW may need to co-chair or just have a representative. In some cases, the chair will request representatives to participate on a committee either for a specific meeting or for the long term. Usually, the chair's perception of the need for coordination with a certain department or agency drives these requests.

The number and type of committees are unique to the type of NSSE. Initially, one central point of coordination, which will be the EMA in some jurisdictions, will receive contact information for the representatives selected to participate on and lead committees, and then will disseminate this information to the USSS, other federal agencies, and internal partners. Typically, the USSS will either contact the committee representative or will announce to the coordinating body for the local jurisdiction when they will be convening the transportation committee for a meeting. If the latter occurs, the USSS will make contact at the meeting, and the representative will receive invitations directly for all subsequent meetings.

A planning subcommittee will meet and develop task statements and meeting schedules. If they will miss meetings, members should assign alternative representatives. Each subcommittee will take minutes of the meetings—attendees, discussions, and decisions. The purpose is to provide a record of plans and agreements. Subcommittees can share minutes as long as they follow agreed-upon handling instructions and designations (e.g., for official use only, law enforcement sensitive). Each planning subcommittee, which involves personnel from different agencies, will meet as needed to develop the functional area plans. These team meetings build support for the plans, identify areas of need, and build relationships and trust. Plans should be consistent, comprehensive, and realistic. Planning should consider jurisdictional policies, such as the need for 12-hour work days. Forward any questions regarding procedure, policy, and law to the appropriate parties such as legal and finance.

Superintendent Robert Dunford, Boston Police Department, in charge of the agency's security for the 2004 DNC, asked each of his planning subcommittees to answer the following questions:[32]

1. What do you have in terms of personnel, equipment, and other resources?
2. What do you need?
3. How do you recommend getting what you need?
4. What help do you need?
5. What is the proposed security plan for your functional responsibility?

32 Conners, Edward. *Planning and Managing Security for Major Special Event: Guidelines for Law Enforcement.* U.S. Department of Justice, Office of Community Oriented Policing Services. March 2007.

Upon completion of the subcommittee plans that outline each subcommittee's goals, available resources, and additional needs, the event security director and steering committee can review and determine whether the subcommittee plans are comprehensive, consistent, and realistic.

For an unplanned or short-notice NSSE, such as a funeral, the USSS may opt to work through a central POC and identify specific department or agency POCs to work with to complete the planning quickly. For the G-20 Summit in Pittsburgh, the City of Pittsburgh Emergency Management/Homeland Security Agency and department heads selected POCs for the various committees from those individuals who worked on special events planning with the Pittsburgh Emergency Management/Homeland Security Agency and were familiar with the planning and coordination of major events. The USSS received the names of these POCs early in the planning process, and these individuals either co-led or participated on the various committees.

For short-notice events, there may not be enough time to form committees to discuss planning strategies. Instead of committee action, the USSS may take a more rigid approach, issuing orders for protocols instead of negotiating a consensus. NSSEs such as Presidential funerals or events of national significance can come with little or no warning and may not allow as much lead time for pre-event planning. Flexibility is essential when working with federal partners such as the USSS and the White House, who are also under a great deal of pressure to provide the appropriate level of protection with less time to plan. In these instances, the federal partners may be less likely to negotiate on certain aspects of a plan.

Presidential funerals, while unpredictable, do have an element of predictability. While the First Family is in office, plans are being made for the President's eventual funeral. Jurisdictions that the funeral will affect learn of the wishes of the family normally only after the President has died. The details of the plan are secure to avoid media leaks and potential security breaches. However, upon the death of a former President, the wishes can change at a moment's notice and accommodation will be necessary.

Thirty-two Heads of State attended the State Funeral for former President Ronald Reagan, referred to by the USSS as Operation Serenade, at the National Cathedral in Washington, DC. While some considered the announcement of the death of former President Reagan to be rather sudden, those close to the former President were aware of his condition and were preparing for his eventual death. Through relationships it had established with members of the law enforcement community, DDOT had 24 hours of advance notice to be ready. As former President Reagan lay in State at the US Capitol, former First Lady Nancy Reagan decided that the processional to take her husband to his funeral service at the National Cathedral needed to take another, more scenic route through Rock Creek Park. For some time, DDOT and the US Park Service had tried to resolve the issue of who was responsible for maintaining a roadway connecting a specific park road to city streets. As a result, they had not maintained this section of road. In an effort to support the wishes of the former First Lady and to eliminate any disruptions to this solemn day, DDOT worked throughout the night to resurface the road, setting aside the jurisdictional issue. This is one example of the importance of being prepared for the unexpected and having the ability to adjust quickly to changing conditions.

External Coordination

The executive steering committee will update and modify planning needs as required throughout the planning process, including changes that can be made up to and even on the day of the NSSE as necessary. Federal working groups can consist of one federal agency and local jurisdictions or multiple agencies. Participation will depend on the NSSE. Coordination may not involve every agency. The FBI may be a part of the transportation committee, but may have little to no input unless an aspect of its mission becomes involved. During the NSSE's planning phase, each participating agency will be responsible for tasks according to their expertise or jurisdictional responsibility.

External coordination can also extend to state and local entities outside the local jurisdiction. Outreach to external partners at the state and local level for assistance can greatly help a local DOT/DPW support its objectives. Support can range from physical resources to messaging to the public on major arterials leading into the jurisdiction hosting the NSSE.

Transportation Planning

The creation of the NSSE transportation plan is not that much different from that of a transportation plan for a planned special event. The primary difference is the NSSE requires a higher level of security and so may require more road closures, transportation work zone closures, and limited access to parking than would be required for a non-NSSE special event. With an NSSE, the outside entity comes to the local jurisdiction with a request to hold a special event requiring transportation support and approval. The local jurisdiction reviews the request, negotiates terms of support and road closures, and approves transportation routes. For an NSSE, it is imperative to develop a unified transportation plan to address the security concerns to ensure the smooth flow of traffic, including transit vehicles, even under heightened security. It is also important that any security plan incorporate planned or temporary traffic and parking patterns. Lead agencies may also request the assistance of any number of other federal, state, or local agencies to provide multimodal transportation security. For example, in February 2005, Super Bowl XXXIX in Jacksonville, Florida, required additional maritime support to provide security to cruise ships serving as supplemental hotels. With the influx of various state and local transportation and security agencies, event leadership must ensure clarification of assignments and resolution of instances of overlapping jurisdiction in advance of the event.

People with Access and Functional Needs

During planning for road closures, transit station closures, and sidewalk closures, planners must consider the proposed alternatives and how they serve people with access and functional needs, including what accommodations may need to be made for these segments of the population. One alternative may be shuttle bus services. Each NSSE will need guidance concerning such costs.

Security Zones

An NSSE will usually require a secure perimeter, or zones, that require road closures. In some cases, there may be several zones separated by security checkpoints creating rings radiating out from a central point. Again, several road closures will be required just to support these checkpoints. The USSS and law enforcement determine the need for such zones based on risk assessments, size of the event, attending dignitaries, etc. The zones that are set up around a venue are for protection purposes and are usually secured areas with specific access points. Zones also help to assign staff to specific areas, such as along a parade route or around a venue. In both cases, personnel working the event must have approvals granted on a case-by-case basis to move within the zone(s).

The USSS will sometimes assign a single special agent to cover several zones or assign a special agent per zone. The USSS determines these assignments, and those lead special agents are involved in any discussions concerning traffic detours and road closures so they are fully aware of the overall plan as it progresses. Another reason for this consultation is that a specific zone may be designated as an evacuation point for protectees. The USSS special agent assigned to that zone may have the added task of establishing an exit point that he/she will need to coordinate with the DOT/DPW. The appropriate staging of equipment/devices associated with surrounding road closures at the evacuation point will be important if their use is necessary.

The zone plan also allows law enforcement and the USSS to control access and easily identify persons who are not where they are supposed to be. In the case of a parade route, zones will also help to place public seating/viewing, protest locations, media, and exit routes. The security for an NSSE is extremely tight and, despite any established planning relationships, a local official that is not cleared to be in a specific zone will not gain access. Additionally, the sanitation of an area is the process of clearing all zones prior to the start of the NSSE. Law enforcement then uses methods, including bomb-sniffing dogs, to do a check of all zones to make sure they are secure. After sanitation of a zone, the USSS permits no further access into the zone until it has opened up the venue to access by officials. This period can be a day or more or just a few hours.

During the planning of former President Ronald Reagan's funeral service at the National Cathedral, negotiations for road closures and alternate routes for local residents and other transportation users included the discussion of blast zones. For the USSS, this specific building presented challenges because it contains a lot of glass. While an initial and significant perimeter was required, the USSS needed to consider an additional layer based on the impact a blast would have on the building, even if the explosion did not occur next to the building.

The USSS and law enforcement will initiate discussions about their security needs. Transportation professionals are not required to factor these concerns into their planning on their own during the planning process. The main focus for transportation professionals will be to reroute the public around the NSSE venue(s) in the most efficient manner while supporting other requests for transportation support during the NSSE.

Vehicle Inspections for Security

Law enforcement may need to inspect buses and other vehicles for explosive devices. A staging area may need to be set aside for buses coming from out of town or sent to the local jurisdiction before boarding passengers. DOT/DPW vehicles may also require inspection, especially if they will be located in secure areas.

Protestors

At every stage of the planning and implementation of the operational plans, the public's lawful expression of their First Amendment right should be respected. It is the policy of the USSS to treat demonstrators as members of the general public and not segregate them from the general public, while still providing the necessary security.

However, to ensure community safety, it is necessary to quickly and safety arrest protestors or any other citizens breaking the law. Since the probability of such incidents is higher during NSSEs, tracking becomes a priority. During the 2008 RNC in St. Paul, Minnesota, police used the National Emergency Management Network (NEMN), which includes geo-mapping and situational awareness tools to help users identify, track, and manage assets before, during, and after emergency incidents. Over the course of the convention, the NEMN helped police track some 800 arrests and allowed sharing of information with first responders to increase understanding of where incidents were developing to keep them under control.

Road Closures

In addition to road closure requests, requests for closures of subway, light rail, or commuter rail stops; bus stops; and sidewalks are possible. Depending on the jurisdiction, the DOT/DPW or the entity responsible for operating those services may receive these requests. In either event, these requests affect the public transportation network and can add to the logistics required to develop a strong transportation plan for the event. Committee members need to discuss these requests and develop alternatives that suit all parties involved. While considering the alternatives, transportation professionals also need to consider road and transit alternatives that can handle the increased usage and that are accessible to the elderly and persons with disabilities. For example, alternatives to a closed subway stop may be to provide buses to move people from the last possible subway stop to locations near their intended destination. If the majority of those people traveling to the closed subway stop are coming to the venue, it may be beneficial to have them delivered near access points if the event provides for access to the public. Again, committee collaboration and consideration of the needs of each participating agency is essential, since security is always the primary concern. For example, during the 2004 DNC, state police asked for a dedicated emergency lane on I-93 to and from the north that also supported MBTA express buses.

Or, pedestrian closures may require signs to direct people who are not familiar with the area that the NSSE has closed off. In every instance, the public needs to be aware of any transportation closures so that they are able to assess how the NSSE will affect their travel. The public must also have information on alternative routes. For many NSSEs, transportation professionals have reported that messaging leading up to an event has encouraged the public to avoid the area of the NSSE. However, this is not always feasible with an NSSE designed so that the public can participate, such as a funeral or an inauguration. Clear messaging and well-planned alternatives are essential to a transportation plan's overall success.

Some multi-day or larger events may require long-term road or lane closures, which can have a substantial affect on metropolitan traffic flow. For example, during the 2004 DNC in Boston, several major roads throughout the metropolitan area had lanes closed from Sunday, July 25 through Friday, July 30. To minimize the effects to system users, it is important for NSSE coordinators to provide advance warning to users and, if necessary, system alternatives. The City of Boston developed a media campaign to inform drivers of lane closures, including websites and hotlines detailing closure dates and locations. The City of Boston also provided additional public transit services to provide transportation alternatives.

Traffic Detours

Providing traffic detours is a major part of a DOT/DPW's responsibilities for an NSSE. As discussed earlier, the NSSE can affect multiple modes for a single day or several days. In addition to planning for detour requests, the DOT/DPW may also need to employ any number of traffic management devices necessary to support NSSE operations. Such devices include:

- ***Traffic control devices—*** Cones, lane striping, fixed and dynamic parking/route signage
- ***Pedestrian control devices—*** Metal fencing, fixed and dynamic route signage
- ***Information gathering devices—*** CCTV systems, WebEOC®.

This will require resources and manpower to work sometimes odd or longer-than-normal hours to support the NSSE. Typically, several parties including law enforcement and the USSS review and approve the traffic detour plans. Discussions concerning traffic detour plans will be extensive, and there may be multiple USSS special agents that will need to be consulted where a road closure and detour touches several zones.

Law enforcement, whether local, federal, or from a surrounding jurisdiction, will serve in many roles leading up to and during an NSSE. For all road closures and traffic detours, law enforcement personnel should be present. This allows for enforcement of road closures and following traffic detours. Protestors, spectators, and the general public inconvenienced by the event may try and circumvent the efforts of the DOT/DPW. It is important to coordinate traffic detours with local law enforcement and establish contingency plans in the event that expanding a perimeter is necessary and to establish alternate routes and support them with the necessary resources if a traffic detour proves ineffective.

TMCs as well as roadway safety/service patrols, if available, should monitor traffic detour routes. If field teams are in place to support specific quadrants of the event, discussed in further detail later, these "eyes on the road" can prove invaluable in areas where traffic surveillance or security cameras are not available. Scheduled reporting will help traffic management professionals assess the situation and make the appropriate adjustments to traffic signal timing and detour routes.

Emergency Routes

Fire/EMS will be concerned with emergency routes during the NSSE. Concerns include access to hospitals and evacuation routes. Security perimeters can affect response time; therefore, coordination by the transportation committee will need to include emergency services so that they are able to prepare accordingly. The DOT/DPW can clear routes by closing additional roads, restricting parking on key routes to provide more road space, or establishing a more extensive traffic detour program.

For the 2004 DNC, Boston's EMS led all medical planning and was the principal provider of all medical services. They provided services in five defined zones throughout the city. The EMS Dispatch Center handled the initial transfer of information on closed roads. The Boston EMS and State Police worked out a detailed plan to allow emergency access to closed roads and emergency vehicle lanes. They provided the plan to all EMS providers in Massachusetts, Rhode Island, New Hampshire, and Maine and made more than 25 presentations to local area providers. In advance of the NSSE, all providers gave a roster of personnel and vehicles that would provide emergency services. The MACC used these rosters to grant clearance and relayed information to the State Police to allow access through roadblocks. In total, this process cleared 160 ambulances through closed roads.

Signage

Signage for an NSSE is not only important for vehicle traffic but also for those on foot. Because pedestrian numbers may increase in areas where roads remain open, it is important for the public to know clearly where to go to gain access to either the venue or viewing areas. Additionally, drivers of cars and buses need to know when there are delays and/or road closures and what alternative routes are available. Early notification through DMS and general outreach to the media will help inform the public. The City of Denver used two types of DMS to convey driving information to the traveling public, including road closures and detours—permanent signs on major highways and roadways (the CDOT TMC controls the messages on signs on the Interstates; the Denver

TMC controls the messages on signs on arterials) and portable DMS deployed as needed to all areas (field staff programmed messages).

However, many inevitably will still try to travel to the event and will need information as soon as possible to avoid delays. Contacting bus companies and hotel associations in advance of the event will help determine the number of people coming to an event from out of town and assist with planning decisions. If a local jurisdiction or the USSS determines the need for a staging area for buses coming into the area, then the appropriate signage needs to be in place to avoid confusion and delays.

Parking

As mentioned previously, contacting the private sector to help determine the number of potential guests coming to a local jurisdiction will help determine parking requirements. Additionally, the event itself will require parking as will support personnel, DOT/DPW, police, Fire/EMS, and others staffing the NSSE. Determination of parking areas for support equipment, such as ambulances, must occur in advance. In cases where equipment is necessary within a zone, the equipment may not be permitted to move in and out of that zone once law enforcement has cleared it. In this case, the vehicle will not be available to provide service outside the zone. Typically, for security reasons, parking is restricted within all zones and, in certain cases, just outside the last security perimeter. Established jurisdictional procedures, parking availability, and expected traffic operational characteristics can vary substantially with each NSSE. Therefore, it is important that each DOT/DPW work with the USSS to accommodate only those parking requests that they deem reasonable. The City of Pittsburgh worked to promote the use of public transportation as an alternative during the G-20 Summit. Parking was not available to those who worked downtown in the hard perimeter, and parking garages in that perimeter had to close as well. Parking in the soft perimeter also closed, while all other areas in the downtown not in any perimeter offered parking with standard metering and hours. Some jurisdictions will restrict parking to keep crowds to a manageable level, improve security, and meet the needs of the city. It is important to expect that parking requests can come in from several federal agencies for their VIPs and protectees. Requests can change, and many requests may come in at the last minute. Many parking requests may be made at locations such as hotels where protectees reside. This may also mean that there is a need for road closures. Where space is at a premium, it is not unreasonable to discuss alternatives to determine the actual need for parking spaces versus the desired need of security personnel.

Another important issue for a DOT/DPW committee to plan for is adequate resources available to quickly remove illegally parked or disabled vehicles. This may require contracting with one or more towing companies. In the case of contract towing, considerations must include access into certain areas as they are being secured as well as staging areas for tow trucks. The NSSE will also require adequate space to relocate towed vehicles along with signage containing contact information for vehicle retrieval. Some localities have chosen not to ticket and tow illegally parked vehicles for an NSSE, but that is at the discretion of the local jurisdiction and the need for security.

Public Notification and the Media

Messaging through transportation resources (i.e., overhead highway messaging, DMS, detour signs, and transportation agency websites) are all part of a complete transportation plan. Because an NSSE can have a ripple effect beyond the immediately affected jurisdiction, the DOT/DPW may need to coordinate messages with surrounding jurisdictions to reach as many people as possible. Public messaging via media outlets, such as the Internet, print media, television, and radio interviews, are also a positive way to have the message about the event reach the widest possible audience. The proper committees need to review any messaging surrounding the event to ensure the messages are consistent. This tight control over messaging is necessary because both the content of the message and the timing of its delivery can be sensitive to the security of the event. While the public is aware of some information regarding some NSSEs, such as the time and location of the Super Bowl venue, there may be certain elements of information that are still security sensitive. However, in the case of transportation, messages concerning road closures are usually broadcast early to allow for the traveling public to plan ahead.

The media is a partner in the process during planning. While specific information may not be immediately available, proper handling of media requests can help strengthen partnerships. As information is released, the media provides assistance to the DOT/DPW to disseminate the information to the public. The media will approach staff members

at all levels, from garbage collection teams to maintenance crews, as the event draws near to find out any details or inquire about the status of preparations. DOT/DPW employees must receive instruction on how to handle these interactions with the media and be prepared to represent their organization appropriately or refer the inquiry to the appropriate agency representative.

For the G-20 Summit, the media had representatives at the PennDOT TMC. PennDOT provided a conference room outside the TMC for the media to broadcast traffic reports throughout the G-20 Summit. PennDOT did not allow the media in the TMC's Operations Control Room; the media were required to stay in their respective rooms. However, the glass in these rooms allowed the media to see into the Control Room.

Resource Staging

As mentioned in the section on parking, resource staging is an important part of planning NSSE operations. The planning of road closures and traffic detours should consider staging areas so that the DOT/DPW can have the maximum amount of time to set up equipment safely and effectively. Mobile teams strategically located around the venue and prepared with resources allow the DOT/DPW to adjust road closures, clear incidents, and address traffic detour issues, which will improve response times and alleviate unnecessary delays. Resource staging also allows for any last-minute or overlooked issues, such as a police officer requesting additional traffic cones, and determination of the best way to expedite the request based on staging locations. Typically, support inside security perimeters will not require resource staging once security has swept and closed the security perimeter. However, the committee's planning should address any projected needs, as it may be difficult to efficiently provide resources after securing an area.

Operations Centers

During the planning stage, it will appear as if every agency needs an operations center. Because the DOT/DPW plays such a central role in an NSSE, most operations centers will want transportation representatives. For example, during the 2004 DNC, state police set up a "Command Center" involving state police; the Massachusetts Department of Transportation, Highway Division; the MBTA; Division of Urban Parks and Recreation; the USSS; and the City of Boston. As the NSSE approaches, it may be necessary to train transportation personnel on how to work in an operations center that includes reporting and communications. Because incidents can occur and problems may develop, the DOT/DPW personnel in operations centers need to know who to contact immediately or need to be empowered with the authority to handle the situation. This may present an issue if a member of the DOT/DPW staff does not have a position description that gives them the responsibility to make possible command decisions. Issues of authority for transportation staff who fill positions in operations centers need to be directed to the appropriate offices well in advance of the NSSE.

Some operations centers may require staff to undergo a background check to operate within that center. Those staff members may need to sign agreements that they will not disclose any information they acquire while executing their duties. Agencies should submit the names of the personnel for clearance as soon as they are requested. The DOT/DPW does not need to submit all members its staff; those who are expected to be in operations centers and their back-up staff is a good start. Some personnel may not pass the background investigation, and there may be a request for a new staff member. This does not mean that the staff member should be concerned, just that he/she may be deemed unsuitable for that particular assignment. The staff member should be aware of that decision even if the DOT/DPW does not know the reason for the decision. The concern or disposition of the investigation may or may not be passed on to the DOT/DPW, and the reason may be as simple as the individual having declared bankruptcy. The DOT/DPW may not be aware of this issue because it may not be of concern to the organization as part of routine business. However, the USSS may deem this a concern because this individual is more likely to be susceptible to coercion. Therefore, it is helpful for the DOT/DPW to provide as many names as is reasonable.

Road Construction Work Zones

Road construction work zones present a unique challenge to an NSSE. Completing or stopping and then securing ongoing road projects that affect traffic detours, road closures, and key transportation routes will be necessary prior to the NSSE. As part of its assessment of the venue location, the USSS may visit road construction sites to under-

stand the project, well in advance of the NSSE. In many cases, the DOT/DPW can provide this information as well. Important information includes:

1. The nature of the work
2. The length of the project
3. Contact information for those running the road construction site
4. Requirements for closing and securing the site.

Securing a road construction work zone can consist of removal of equipment, supplies, and debris to include dumpsters. The concerns surrounding work zones range from access for protestors to objects that may be used against protectees, police, or other persons to a security risk for an act of terrorism. The NSSE may require temporarily halting road construction projects. This can mean temporarily resurfacing roadways only to tear them up again after the NSSE. Road construction work zone concerns must be coordinated with the appropriate committees at the onset of the planning process since a longer lead time makes it easier to accommodate any changes to permitting and contracts.

During the G-20 Summit, the USSS and Pennsylvania State Police requested the closing of all work zones along I-376 between the Pittsburgh International Airport and the City of Pittsburgh. In addition, the USSS and State Police inspected each job site to ensure that they were secure. These inspections were a part of the larger, overall route inspection that the USSS and State Police conducted. The City of Pittsburgh also closed down construction and work zones throughout the downtown area. A City of Pittsburgh DPW official commented that many of the work zones in the downtown area required a police presence for traffic control. Due to the need for all law enforcement resources supporting the NSSE, the USSS and State Police secured work zones and temporarily halted work.

Committees should keep in mind that although some road construction work zones may be inside the secured perimeters, others may be just outside or well beyond. It is a good idea to reach out to those road construction sites as they may experience more than expected traffic through their work zones. Some jurisdictions, and some contractors on their own, determine that it is better to stop work until the NSSE is completed. Again, although there may be no requirements for securing these road construction work zones, it may be a smart recommendation. It is equally as important that the DOT/DPW has a good local POC that will be on call 24/7 before and during the NSSE in the event that something does occur and access to the site or reporting of an incident are necessary.

Multiple Venues

Some NSSEs will have multiple venues. Whether an alternate or additional venue in the same jurisdiction will receive NSSE-designation will be decided in advance of the planning process. Alternate and additional venues will require the same treatment as the primary venue and the same level of resources and coordination; however, the scale may be smaller. If the NSSE will use multiple venues, it is necessary to develop transportation and security plans to safely and efficiently move dignitaries and other people from one venue to another.

Pre-Approved Events/Concurrent Events

It may be necessary to cancel or scale back events planned for the same period of time as an NSSE. Disclose concurrent events early in the planning process to give time for the development of alternatives. For example, the 2009 G-20 Summit was originally scheduled to be in New York City, but was instead moved to Pittsburgh due to a United Nations meeting in New York City during the same time.

Training

The USSS, local EMA, or law enforcement may or may not provide training to the DOT/DPW personnel. Tabletop exercises also may be limited to a few high-level officials. It will be up to the DOT/DPW to provide the necessary training to their staff based on the requirements of the event.

The City of Pittsburgh DPW transportation staff reported that they were not included in any TTX that took place for the G-20 Summit. However, the DPW staff that were assigned to work during the event or were going to work at the EOC were included in training exercises. City officials were also aware that law enforcement participated in TTX.

The DPW commented that no additional training was required for its role. Those individuals who worked at the city EOC were already trained on the software packages available to support incident and emergency operations.

For the 2008 Denver DNC, all public works staff, including transportation personnel, received ICS training. This training platform was standard and widespread throughout the region with many partners receiving training. NSSE planners focused the training for many of the field staff on managing crowds and protestor activity (e.g., unchaining protestors, routing marches, ensuring enough space to prevent riots). Staff also participated in FEMA's IEMC. Of the 3,200 police officers involved in the NSSE, the majority went through the training program, which required a yearlong process. Other staff also participated in the program.

Training could include traffic control, incident management, operations center procedures, ICS, and local evacuation and incident plans. It will be important that as many people are trained as possible. This not only includes agency staff, but also volunteers, who large NSSEs may use, such as with the 2009 Presidential Inauguration. Absenteeism, long shifts, or an incident may stretch resources to levels that require staff not traditionally working in certain key positions to backfill as support.

Credentialing

Planners assigned to multiple committees may need multiple credentials. The local jurisdiction will issue some, while the federal partners will issue others. As mentioned earlier, obtaining some of these credentials will require background checks or investigation, while others will not. The determining elements of the NSSE as well as the timeline will dictate these requirements.

Vehicles that may need access to various parts of the venue will require some credentials. Both local and/or federal credentialing of vehicles may be necessary. The reasons can range from access to locations to simply allowing parking. The federal partners or local jurisdiction will request relevant vehicle information and prohibit the passing of issued credentials to other vehicles. They may also require any contractors brought in to support the event (e.g., towing companies) to provide personnel and vehicle credentials.

Personnel who try to attend any meeting or part of the pre-event and event without the appropriate credentials will be turned away. Therefore, it is important to submit the names of all possible representatives early to either the federal or local requesting agency.

Federal Credentialing

Early in the planning process, various federal entities will request names for credentialing to committees. A number of committees may use some credentials, while other entities may require their own special badge. These credentials can allow entry into secure facilities and identify someone as a participant on a committee. It is important to submit the appropriate names early, because any delay can result in a delay in participating in important committee discussions.

Intra-Agency Credentialing

Intra-agency credentialing, unlike federal credentialing, may already be in place due to existing agreements. In some jurisdictions, a special credential may be issued closer to the event day for access to operations centers either in the field or at other locations. The requesting agency can be law enforcement, EMA, or DOT/DPW for their operations centers. Again, the agency will request a list of personnel for access.

Tracking Resources and Documenting Cost

An easy part of the planning process to overlook is the tracking of resources to document costs expended. As the DOT/DPW becomes more involved with the NSSE, requests come in more rapidly for resources and service. Tracking costs is the responsibility of the jurisdiction, and it is the responsibility of the DOT/DPW to document its own costs and track its own resources. Agencies should assign an individual to be responsible for understanding any federal reimbursement requirements and to set a reoccurring timeline for collecting resource tracking and cost information. DOTs/DPWs may find the FHWA publication, *Planned Special Events: Cost Management and Cost Recovery Primer, helpful in their NSSE planning process*.[33]

33 *Planned Special Events: Cost Management and Cost Recovery Primer, http://ops.fhwa.dot.gov/publications/fhwahop09028/index.htm*

Another reason for tracking resources is to know what additional resources are necessary to support the NSSE. Pre-planning should help estimate needs and the cost associated with them. From trash can removal and overhead light removal and replacement, to roadway line markings, traffic cones, and welding of manhole covers, capture and record every cost for reporting to the federal government when requesting reimbursement. A record of used resources is also useful when it is necessary to restock equipment and supplies expended during the NSSE.

DAY OF THE NSSE

For the DOT/DPW, the NSSE event day can begin at midnight the morning of the event. Pre-event planning will have already determined the necessary resources and the timeline available to meet certain requirements of the event. Road closures surrounding the venue may have occurred days before to establish security perimeters and allow law enforcement and the USSS to set up security screening or the media to set up equipment for the event. For the 2005 Inauguration of the President, DDOT crews were out beginning late the night before the event removing traffic signals along Pennsylvania Avenue, which is the route the newly sworn-in President takes from the US Capitol to the White House. During this late-night and early-morning operation, DDOT worked with the DC Metropolitan Police Department's Special Operations Division to close the route one block at a time, and hold it closed, as DDOT crews removed the signals and transported them to storage. DDOT was also under a time requirement, as the USSS has a specific window to close the route for securing and clearance of all personnel and equipment, and the USSS can begin procedures to sweep the route in time to open it up to the public on event day. Exact timing of such procedures is necessary to allow each entity to safely complete its job.

Staffing

Proper staffing levels should be determined prior to the event and back-up personnel need to be in place in the event of an unforeseen circumstance. NSSE events can place a strain on even the largest DOT/DPW. Some NSSEs have also used volunteers to serve as local ambassadors to provide attendees, both delegates and the general public, with directions, information, or other assistance. Regardless of their position and role, staff will need to be prepared for working long hours and reporting to work when contacted in the event of an incident. Personnel must make preparations to allow for the demands of the NSSE.

Personnel assignments can include operations centers, forward command posts, safety/service patrols, and field support teams. This does not include the myriad of other tasks that may be necessary prior to event day such as welding shut manhole covers, erecting barricades, pre-staging material and equipment, etc. Where multiple venues are part of an NSSE, teams may receive multiple assignments as protectees move around.

Food

Feeding and providing water to staff during the event is important and requires coordination. Pre-staging of meals and water in secure perimeters may be necessary. Outside secured areas that have specific assignments limiting their mobility may need a runner to ensure staff have adequate food and water throughout the event. Discussions about the provision for food and water will need to take place with committees where access and security are of higher concern. Food and beverage vendors need to be qualified in terms of both security and ability to handle the event, with all employees screened as necessary.

For the G-20 Summit, PennDOT reported that its TMC and the command center located close to the venue handled the coordination of food and water for transportation staff. The PennDOT TMC had food delivered to the staff in the field using internal resources, while the venue command center had food catered for them during the NSSE. City resources, such as food and water, for personnel working during the G-20 Summit were arranged at the Division level for the DPW.

Break and Shift Changes

Some local jurisdictions may have regulations or union rules in place that dictate the handling of breaks. The pre-planning stages need to address these issues, as breaks are essential for all staff assigned to work long shifts or operate in busy areas. All personnel should receive relief on a pre-planned schedule and on time.

As with breaks, shift changes are equally important and need to occur on time. Staff should report any unusual incidents or concerns to the next shift. Staff should complete follow-up items or requests from operations centers before the shift change if possible. If reporting is required for each shift, staff should deliver a complete and full report to a central location before they leave their shift. Staff leaving the field should refill any equipment with fuel to prepare for the next shift. Staff also should replenish any vehicle supplies, especially in the case of safety/service patrols.

Command Locations

Due to the number of operations centers that can potentially be involved during an NSSE, a plan for reporting and communications is needed. In many jurisdictions, coordination among operations centers at the local level has already been established to respond to disasters and emergencies. Some jurisdictions opt to follow this existing chain of reporting. As a result, the emergency management operations center can become the central point for coordination. This has worked in many local jurisdictions because the DOT/DPW staff are present in the emergency management operations center usually along with federal, state, and local agency counterparts. Because of the size and ramifications of the NSSE, the flow of information to and from the federal agencies can also follow channels established for dealing with disasters or emergencies. The USSS operations center will serve as the coordination point for the NSSE because the USSS is in charge of the event. However, at the local level, wherever the emergency management operations are located, local commands will come from this location. This can vary depending on who is the local coordinating agency.

Information from the TMC will move to the EMA and then to the appropriate DOT/DPW liaison staff in the EOC. This information will then need to be disseminated to all DOT/DPW staff that also require the information. These individuals can be located either in the field or in other operations centers. The method of reporting will need to be consistent with standard methods and procedures. If communications with federal partners requires specific procedures, they should discuss and disseminate this prior to the start of the NSSE.

Communications

Outside agencies such as the USSS and the FBI may monitor communications during the event. It is important to train staff members on how to use communications devices as well as the appropriate etiquette. Radio chatter should not take place or should be kept to an extreme minimum. Some staff may have access to more channels of communication and may receive specialized handheld radios to support operations. Additionally, the overuse of acronyms not understood by all participants may create confusion.

It is important that staff understand what to report over shared channels and what to confine to the DOT/DPW devices or channels. A majority of the communications will usually be conducted over the DOT/DPW devices or phones for coordination purposes.

Internal Coordination

During the NSSE event, a majority of the DOT/DPW's role revolves around internal coordination once road closures are in place and traffic detours are established. Internal coordination will consist of requests that come from the TMC or the local jurisdiction's EOC. Web-based technology, including WebEOC®, a web-enabled crisis information management system that provides secure real-time intelligence, traffic, and weather information for sharing among individual participants, improves coordination during NSSEs. Such systems ensure that all agencies have access to the same situational awareness. The City of Denver extensively used WebEOC® during the 2009 DNC. The 2004 DNC in Boston also used this system along with sharing of video, including video from helicopters, via the Internet.

Internal DOT/DPW coordination will include support for additional traffic detours/road closures; incident management issues; and traffic maintenance, monitoring, and timing. The local EOC should handle issuing,

recording, and tracking of coordination requests. If a request comes from a federal operations center to the local EOC, then the reporting chain internally will feed back to the federal operations center to close out the tasking.

External Coordination

The DOT/DPW will experience most of its external coordination on the NSSE event day in the initial hours of set-up. Coordination needs can come from both federal and external state and local entities. All actions during the early stages of the event set-up will mainly involve situation reports and/or face-to-face requests for plan adjustments in the field.

Public Information

On event day, information for the public about the NSSE should be in place. The media surrounding an NSSE will report on the event and be in contact with local officials from the DOT/DPW for the most up-to-date information on traffic conditions and detours. Any adjustments to road closures and traffic detours need to be disseminated to the media and external partners at the federal, state, and local levels. At the state and local level, any devices relaying messages to the public will require updating. Where appropriate, relocation of portable dynamic message signs may be necessary for the best possible exposure to the public.

Promoting Transit Services

The benefits of public transportation for special events cannot be overstated. In the days leading up to the event, this transportation mode should be heavily promoted if applicable. On the day of the NSSE, the media will closely cover possible traffic delays and congestion. A good transit plan communicated to the public may help attendees decide to use transit rather than drive their vehicles. The transit agency should be staffed and equipped to handle the increased ridership.

Resources

NSSEs require a substantial number of physical and personnel resources for both traffic and security operations. As described earlier, an NSSE may employ a variety of traffic management devices to support operations, including:

- Traffic control devices:
  - Traffic cones or barrels
  - Portable signs
- Incident management signage
- Traffic control signage
  - Lane striping
  - Barricades [34]
  - Arrow boards
  - DMS (portable and fixed)
  - High-occupancy vehicle lane control
  - Dynamic parking/route signage
  - “No parking” signage
- Pedestrian control devices:
  - Metal fencing
  - Traffic/pedestrian signal timing
  - Dynamic route signage

34 Barricades used for traffic control purposes can vary by style and type depending on the manufacture and local requirements.

- Information devices:
  - CCTV systems
  - HAR
  - Traffic counters
  - WebEOC®.

Staff will also need additional personal resources including vehicles, handheld signal paddles/flags, flashlights/flares, reflective vests, all-weather clothing, first-aid supplies, computers, communications equipment (radios, cellular phone, etc), extra fuel, and basic tools. Of particular importance is having equipment prepared and in place well before the event. For example, vehicles should be fully fueled and equipment should have fresh batteries. Traffic control or other devices should be in place prior to any security sweeps so that sweeps do not have to be conducted a second time. Staff should be properly briefed and in place well before the event with clear expectations of their responsibilities as well as the expectation that changing protocols may require additional duties and time spent at the event. The FHWA has prepared *Planned Special Events: Checklists for Practitioners*, which includes a resource list.[35]

Resource Staging

Resource staging areas should be strategically located throughout the area surrounding the NSSE site. Field teams will have access to this staged equipment and should keep it replenished for other shifts. The staging areas will need to be secure from both the public and partner agencies to ensure equipment remains under the DOT/DPW's control.

Traffic Incident Management

Considerations must include traffic incident management. Safety/service patrols play an essential part in supporting quick clearance of any traffic incidents. Safety/service patrols generally consist of trained personnel who use specially equipped vehicles to systematically patrol congested highways searching for and responding to traffic incidents. The FHWA *Service Patrol Handbook* has more information on support that a safety/service patrol program can provide to NSSEs.[36] Law enforcement should be aware of any issues that occur on detour routes. During the planning phase, committees should discuss how incident response will be handled, how incidents will be communicated, and how the DOT/DPW can expedite the process of leading or supporting these efforts. On event day, the combination of a safety/service patrol vehicle, a police unit, and a towing vehicle can help expedite clearance of most traffic incidents.

Reporting of traffic incidents can come from multiple sources such as the TMC, the media, police, or a call from a motorist. Internal DOT/DPW reporting of a traffic incident should follow established protocols for recording and clearing. Information sharing and task-tracking programs like WebEOC® can assist in monitoring resources assigned to traffic incidents, protests, and other incidents in real time. Where appropriate, traffic incidents that cannot be quickly cleared from the road and involve possible traffic detours associated with them should be reported to the media to minimize traffic delays. Pre-planning and creating strong partnerships with incident response entities will help mitigate potential issues.

Security Zone Procedures

Established zone procedures include access into and out of security perimeters. Law enforcement will require the proper credentials for personnel and their vehicle, where appropriate, to move between zones or perimeters. Movements that do not support the NSSE operations can result in removal of a credential if it appears the individual does not need to be located in that area. Security may need to investigate the person and/or vehicle access zones, which is time consuming. Therefore, movements should only occur when and where it is necessary.

35 Planned Special Events: Checklist for Practitioners, http://ops.fhwa.dot.gov/publications/psechecklists/intro.htm
36 Service Patrol Handbook, http://www.ops.fhwa.dot.gov/publications/fhwahop08031/ffsp_handbook.pdf

Traffic Cameras

The use of traffic cameras can become an issue during an NSSE. Law enforcement during past NSSEs has made requests for access to traffic cameras to assist in monitoring security. Federal and local laws must be consulted concerning access and use of cameras during such an event.

Despite these issues, traffic cameras, used for their intended and normal purpose, are a helpful tool that can enhance response times to incidents and help when determining the need to adjust traffic signal timing to support the NSSE. Monitoring of major arterials and alternate routes is an important part of a TMC's role during an NSSE. These routes will require monitoring to determine whether traffic detours are working and where traffic issues must be addressed.

Intersection Traffic Control

In certain situations, when an NSSE is in a major metropolitan downtown area, intersections beyond the venue location may require trained traffic control personnel. These officials can assist with monitoring traffic and reporting issues back to the TMC, keeping intersections from being blocked, and moving traffic.

Because traffic signal timing can be very sensitive and where changing timing in one location can have an adverse effect on several locations, intersection traffic signal control may not always be the best alternative. Advance planning and some rush-hour traffic signal timing sequences can alleviate congestion.

Road Construction Work Zones

On the day of the NSSE, road construction work zones should be secure and clear of debris, and contact information for the superintendent or local personnel should be on hand. It is not uncommon to call back POCs to a work zone to secure the site or remove or secure equipment. Where possible, the DOT/DPW in conjunction with local law enforcement should monitor road construction work zones for abnormalities. The DOT/DPW is well suited for this task because members of the staff may already be familiar with the work site and therefore better positioned to notice any unusual changes. However, report any suspicious activity to the appropriate agency.

Parking

Parking will be at a premium on event day, requiring event organizers to develop specific and clearly communicated parking policies, including deploying a substantial number of "no parking" signs. Since parking may be scarce, it is necessary to implement transportation alternatives that increase pedestrian access, including additional shuttle and transit services. Furthermore, parking crews may find themselves replacing no-parking signs put up pre-event. The public may have taken such signs for a variety of reasons (e.g., because they want souvenirs or they are an inconvenience). Not all jurisdictions are able to support this type of operation, and it may require countermeasures, including using metal signs that can be securely fastened, ensuring that signs are placed in well-lit areas, labeling signs with a warning of the legal punishment for their theft, or using unique and specially designed meter bags that attach to parking meters and prevent removal.

Last-Minute Requests

Requests will come in at the last minute and will require flexibility on the part of the DOT/DPW. In some circumstances, these requests are negotiable, while ones that are security related may not be negotiable. It will be necessary to evaluate each request and convey the effect of the requested changes. A complete picture will help both the requesting agency and the DOT/DPW make the best decisions. If there are any changes, both internal and external partners must be aware of them. For the 2008 DNC, organizers chose to move one night of the main event from the indoor Pepsi Center to the outdoor Invesco Field with only 30 days of notice. The result was that it required a new transportation plan including new road closures. Organizers had to quickly assess which roads to close, when to close them, the extent of the closures of these roads, and the appropriate delegate routes. Based on the number of attendees expected, they had to devise new parking plans, shuttle routes, and pedestrian access. The entire process required organizers to revise 11 months of pre-planning in only 3 weeks.

Weather

Plans should include measures for poor weather conditions. This could mean snow plows for winter weather conditions or cooling buses for extremely hot conditions. Adequate resources and personnel need to be on standby to support these efforts. Usually the entity in charge of the local emergency management functions will be in touch with the National Weather Service as the event day approaches to determine the expected weather conditions and how they affect preparations.

AFTER THE NSSE

For the DOT/DPW, reinstallation of public assets may be necessary once the NSSE is completed. These can include traffic signals and garbage cans. Other items such as viewing stands may require removal or coordination for removal. Safely opening road closures in a timely manner will be necessary. This can mean keeping roads closed while pedestrians leave an area. Plans should consider garbage removal, as street sweepers and garbage crews clean assets.

Re-opening roads also requires coordination with local law enforcement. Like many other staff assigned to the event, the signal that an event has concluded can bring a mass exodus, especially for staff who have worked long hours over multiple days. It is important for DOT/DPW to ensure protection of their personnel until the safe completion of every aspect of installation, garbage removal, and road re-opening, etc.

After-Action Reports

An essential part of the NSSE process is information sharing regarding lessons learned through AARs. It is important to ensure shift reports are complete for compilation into a complete AAR. AARs can provide the basis for detailed observations and recommendations regarding areas of success and areas for improvement. This information is invaluable to future NSSE event planners. AARs can help develop best practices for future events within the same venue or new locations. It is also possible that multiple agencies will request a copy of the DOT/DPW AAR as well. Each agency may develop AARs separately, or there may be a single ARR developed collaboratively with all participating agencies.

Reporting Costs

Although the USSS is the lead federal agency for operational security, no funding source is available for them to reimburse state and local jurisdictions for NSSE-related expenses, including overtime and other personnel-related costs. While the NSSE designation does not alleviate the host city's safety and security commitments or other contractual obligations to the entity hosting the event (e.g., RNC Committee, DNC Committee, and the National Football League), there is precedence for Congress to provide reimbursement for services rendered during some NSSEs. From 1998 to 2006, Congress appropriated funding for two specific NSSEs—the 2004 DNC and RNC in Boston, MA, and New York City, NY, respectively. In fiscal year 2006, Congress began appropriating to a general NSSE fund, the majority of which is for reimbursing state and local agencies. For example, Congress allocated funding to state and local agencies in Virginia following the 56th Presidential Inauguration of Barack Obama, for security (police, fire), transportation (transit buses), and other services (environmental services, parks and cultural resources, and human services). In the event that Congress appropriates funds to reimburse agencies for their NSSE costs, detailed documentation of that cost data will be necessary.

The January 20, 2009, inauguration of President Barack Obama used NSSE funding of $15 million for "emergency planning and security costs."[37] Additionally, for the same inauguration, then President George W. Bush declared a state of emergency for the District of Columbia, which authorized the federal government to reimburse the District for emergency preparedness activities and expenditures that exceeded $15 million.

DHS grants are available to state and local jurisdictions, such as the State Homeland Security Grant Program (SHSGP) and the Urban Area Security Initiative (UASI), for NSSE security activities. The grant approval process for these programs is not flexible, and states and localities will need to plan SHSGP and UASI funding for

37 Reese, Shawn. *National Special Security Events*. Congressional Research Service, March 24, 2009

NSSE security annually in their grant applications.[38] Therefore, for short or no-notice NSSEs, states and local jurisdictions will be unable to use SHSGP or UASI funds in advance for security costs.

Media

Information sharing should extend to the general public post-event, particularly regarding post-event operations that may affect citizens. Dissemination of information about road re-openings or transportation-related issues should be as efficient as during pre-event and the NSSE. Through the press and media, the objective is to provide timely information about how continued security measures, road closures, and traffic delays will affect travelers.

38 Reese, Shawn. *National Special Security Events*. Congressional Research Service, March 24, 2009

Section 6.0 Checklist for Transportation Professionals Involved in National Special Security Events

**Sections highlighted in light grey and designated by a "YES" are NSSE-specific.*

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS/EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
COORDINATION					
☐	Yes	Coordinate with other cities who have previously hosted NSSEs to learn the questions to ask up front and what to expect	• Consider past occurrences of similar NSSEs or other special events at the same venue(s) in addition to past occurrences of NSSEs in other areas • Know your counterparts in your sister agencies and cities and counties		
☐	No	Identify and engage stakeholders likely to participate in NSSE planning and operations	• Identify potential NSSE operations stakeholders, community interest stakeholders, and support stakeholders • Develop contact lists based on information provided by the stakeholders • To discourage price gouging, meet with the cab companies to inform them of the rules related to the NSSE		
☐	No	Organize an internal kick-off meeting with members of the state and local government to share information and begin setting up internal committees	Understand that each agency operates in a manner that is consistent with its own goals and operational concepts		
☐	No	Assign representatives to attend those committees	Invite the railroads to participate in committees		
☐	Yes	Involve practitioners that handled previous or like NSSEs or other special events			

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS/EXAMPLES	DATE COMPLETED	USER NOTES
☐	No	Establish and maintain effective public safety partnerships early on in the planning process to give ample time for staff and leadership to develop trust of each other and understand unique needs	Participate on the traffic, public works, and public relations teams		
☐	No	Establish formal, institutionalized processes for coordinating and validating plans among partners, including processes for establishing common planning assumptions and identifying interdependencies among plans	• Ensure coordination between the transportation roadside and the transit system (e.g., in terms of how to best accommodate buses) and encourage the use of public transit • Consolidate all command elements in one facility • Use the ICS and Unified Command (UC) to minimize confusion of command and control by all agencies		
☐	No	Hold regular coordination meetings in advance of the NSSE among stakeholders	Coordination meetings provide the opportunity not only to coordinate upcoming NSSEs and other special events, but also to cement relationships among the agencies and groups that participate in the meetings. Organized meetings where the participants get to know each other and learn how to communicate and work together set the stage for the day-of-NSSE activities		
☐	No	Coordinate with construction programs at the state, county, and local levels to ensure that there are no planned construction projects scheduled to occur on the day of the NSSE and if so, what mitigation will be required	Review existing road construction contracts to identify provisions for stopping road construction during special events		
☐	No	Identify necessary agreements and permit requirements			

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS/EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
COMMUNICATION					
☐	No	Establish communications protocol	Consider what information should be shared by traffic management team personnel and the method for information exchange		
☐	No	Identify and select a secure information sharing system/tool to share draft plans, information, and updates among planners throughout the NSSE planning process	Run regular communication tests to ensure equipment works and contact information is current		
☐	No	Specify agency and inter-agency contact information	Run regular communication tests to ensure equipment works and contact information is current		
☐	No	Evaluate the use of radio channels/ frequencies, trunked radio systems, and/ or cellular phones			
☐	No	Evaluate linkages between venue sites, transportation management center, and command post, as applicable			
☐	No	Test all wire line and wireless communi-cations and radio frequencies expected to be used	Consider testing for problems as far in advance of the NSSE as possible so that alternatives can be identified and developed		
☐	No	Test backup communication channels	Consider testing for problems as far in advance of the NSSE as possible so that alternatives can be identified and developed		

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS/EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
INTERNAL COMMUNICATION					
☐	Yes	Get early buy-in from senior leadership			
☐	No	Provide regular briefings to senior leadership to keep them engaged and informed			
EXTERNAL COMMUNICATION (WITH PARTNERS)					
☐	No	Develop contact lists and share with all agencies involved in the NSSE	Contact list should include several methods to make contact (e.g., land line phone, cell phone, e-mail address, pager)		
☐	No	Prepare a well-developed communications plan for the TMC/Command Center	The TMC coordinates with the EOC, which coordinates with the JIC as needed. Field personnel communicate information to the TMC as needed for coordination.		
☐	No	Ensure that each group and command center has communications plans and operations manuals			
☐	Yes	Obtain and share information from law enforcement personnel among the team including the US Secret Service	Remind truck drivers that law enforcement will be out doing random security checks of all commercial vehicles		
☐	No	Work with the local hospitals to ensure they are aware of road closures so they can advise their ambulance drivers to reorient their access routes			
☐	No	Make sure the Fire Department and EMS are aware of road closures well in advance so that they can adjust operations			

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS/EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
TRANSPORTATION PLAN					
☐	No	Review and build on existing transportation plans for special events and for emergency operations	• From previous NSSEs or other special events, review: — Documented measures of effectiveness — Participant (traffic management team, patron, public) debriefings and surveys — Minutes of post-NSSE or other special event debriefings — Post-NSSE or other special event reports such as AARs		
☐	No	Review operations strategies and resource allocations used in previous special events in the region, including NSSEs			
☐	Yes	Assess event-oriented risks and external factors affecting the operation of previous NSSEs			
☐	Yes	Obtain information on contingency scenarios implemented in previous events, including NSSEs	Plan for any ancillary events during the NSSE		
☐	Yes	Evaluate successful tools, techniques, and operations strategies used in previous events, including NSSEs, for potential application	Ask the right questions up front to help in planning for the NSSE		

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS/EXAMPLES	DATE COMPLETED	USER NOTES
☐	No	Work with regional partners to establish critical parameters for the development of plans, including a timeline for plan development and common planning assumptions that allow sufficient time to identify gaps among plans, conduct any necessary exercises, and provide training to senior officials and key operational personnel	Integrate the NIMS/ICS early on into all planning and execution efforts		
☐	Yes	Gather information on travelers to/from the NSSE	• Contacting bus companies and hotel associations in advance of the NSSE will help determine the number of people coming to an NSSE from out of town and assist with planning decisions • NSSE delegate and dignitary transportation plans should not be public and should be managed/coordinated with the TMC in real time • Determine whether limousines will play a big part in providing transportation and designate a staging area for them		
☐	No	Develop common plan templates to promote the regional integration and coordination of plans	Develop a single Incident Action Plan and Situation Report format		
☐	Yes	Prepare a traffic control plan to provide route guidance for NSSE venue(s) ingress and egress traffic in coordination with Secret Service security zones	• Indicate in the traffic control plan which law enforcement agency should close which roads during peak period traffic (e.g., for motorcades as dignitaries are driven to the NSSE) • Plans should be flexible to be modified “just in time” as conditions require		

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS/EXAMPLES	DATE COMPLETED	USER NOTES
☐	No	Include all ESFs/Disciplines			
☐	Yes	Ensure the plan addresses emergency access to the major medical centers	• Review and coordinate processes that allow access to closed roads during NSSEs. In conducting this review, Emergency Support Function-1 Transportation (ESF-1) should leverage planned efforts to better incorporate modeling to assess and exercise road closing scenarios in NSSEs. • Evaluate options for improving modeling of the impacts of surface transportation plans during NSSEs		
☐	Yes	Establish a secure perimeter, or zones, around the NSSE venue(s) with the US Secret Service and law enforcement based on risk assessments, size of the NSSE, attending dignitaries, etc.	• Do not allow buses in the secure zone • Have Secret Service investigate all active construction projects to check their security. Have contractors with active projects along key routes shut down during the NSSE. • Work with building owners and parking garage owners for those structures that have line of sight into the NSSE area		
☐	No	Consider road and transit alternatives that can handle the increase in usage due to the NSSE and are accessible to the elderly and persons with disabilities	Create a bus lane—to allow transfer of passengers from rail lines to buses if rail lines need to be closed for the NSSE Create taxi and bus staging areas		
☐	No	Coordinate all road closure information with transportation officials			

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS/EXAMPLES	DATE COMPLETED	USER NOTES
☐	No	Coordinate traffic detours with local law enforcement agencies	Depending on the nature and location of the NSSE, this coordination may involve multiple local law enforcement agencies		
☐	No	Include provisions for delivery of human services and first aid to passengers in case of inclement weather in the bus parking and passenger transit plans for NSSEs, through the deployment of additional aid stations or the re-positioning of existing stations			
☐	No	Develop a contingency plan for evacuation of the venue	• Pre-planning evacuation-related messages for dynamic message signs and pre-recording HAR messages are components of an evacuation plan. It is also important to know the chain of command and plan for communication among emergency responders in case contingency measures need to be implemented. • Develop a plan in case of a terrorist event in the area. Have alternate staging areas in case primary staging areas are impacted		
☐	No	Determine areas for parking for support personnel, DOT/ DPW, police, fire/ EMS, and others staffing the NSSE, as well as for support equipment, such as ambulances			
☐	No	Widely distribute detailed traffic/transportation plans to the EOC and other cooperating agencies			

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS/EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
STAFFING					
☐	Yes	Identify available personnel and equipment to meet the needs and identify supplemental resources needed and where to obtain them	• If time/scheduling allows, issue a notice a few months in advance of an NSSE that no vacations are allowed for certain groups of people during the NSSE (work with the union as required on the shift changes) • Keep police and staff on very extended stays to maintain constant eyes and as shifting staff in and out could present a security issue • Bring in people from other district areas for heavy equipment in case it is necessary to close ramp systems to flush out the city in case of an evacuation • Have sufficient motorcycle police available and assigned for escorts		
☐	No	Identify operations center locations and associated staffing			
☐	No	Plan for additional surge capacity for Public Works and Public Works related tasks			
☐	No	Plan for the use of additional staff to work as runners and help with food, preparing reports, etc.			

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS/EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
TRAINING					
☐	Yes	Establish method(s) for training staff	• Have staff attend the FHWA's planned special event conference and other training including ICS • Ask to participate in the FEMA training for NSSEs • Invite those who managed previous NSSEs to speak during training		
☐	No	Ensure NIMS/NRF adherence	Train transportation staff in NIMS and ICS alongside traditional first responders		
☐	No	Include in the training all the agencies that will operate together as early in the process as possible	Continued support of multi-agency training and exercise initiatives on a regional basis will provide the opportunity to build on the relationships and teamwork that have been developed in the preparation and response to the NSSE		
☐	No	Identify the stakeholders who will participate in the exercise	Ensure the right people come to training		
☐	No	Develop a script for the exercise	• Test written assumptions in the traffic management plan • Examine how agencies react to different scenarios • Evaluate security concerns and other potential risks		

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS/EXAMPLES	DATE COMPLETED	USER NOTES
☐	No	Train transportation personnel on how to work in an operations center to include reporting and communications	• Test interagency communications • Simulate command post operations. Discuss information gathering and dissemination		
☐	No	Provide a timeline for the exercise to play-out			
☐	No	Identify reviewers who will watch the exercise and take notes			
☐		Conduct training and tabletop exercises	Conduct a full-scale exercise one month prior to the NSSE to provide a similar setup and operation		
☐	No	Provide time to review the exercise after it is conducted	• Review deployment of personnel and equipment • Identify what must be changed and how the traffic management plan can be improved		
☐	No	Modify the traffic management plan based on what was learned during the exercise			
☐	No	Develop a just-in-time training program	Establish an expedited training program for those individuals who arrive to help at the last minute. Field guides can facilitate the process.		

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS/EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
CREDENTIALING					
☐	Yes	Determine whether Secret Service clearances or other credentials will be needed	• Don't underestimate the dynamics and demand for credentialing. Plan for more resources in this area than you think you might need. • Invite the lead Secret Service person to speak at and/or tour the TMC		
☐	Yes	Identify early on those staff required to obtain clearances and initiate that process	• Require clearances for everyone including grounds keepers and parks and recreation. Use perimeter security and magnetometers. • Require management to also get clearances along with the staff in Mobile Command Centers • Request that credentialed staff have appropriate training and ensure they have it prior to the NSSE • Some operations centers may require staff to undergo a background check to operate within that center		
RESOURCES AND COSTS					
☐	Yes	Identify resources and funding available to agencies well in advance of the NSSE	• Be mindful of economic realities and fiscal constraints to deliver a positive financial impact to the city and community • Tracking resources can help identify what resources need to be added to support the NSSE		
☐	Yes	Involve state agencies early in the process to offer a capability briefing on resources, assets, and personnel	Have the lead elected official brief their Council/Board on any NSSE that may use local resources so that elected officials have a chance to review expenditures in the pre-NSSE planning		

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS/EXAMPLES	DATE COMPLETED	USER NOTES
☐	Yes	Identify equipment needs	• Plan for adequate resources available to quickly remove illegally parked vehicles • Install Qwick Kurb or use “zipper lane” to establish emergency/bus lanes • Deploy licensed cabs outside the NSSE security zones		
☐	No	Identify staging areas to ensure safe and effective set up of equipment	Mobile teams that are strategically located around the NSSE venue(s) and are prepared with resources, allowing them to adjust road closures, clear incidents, and address traffic detour issues, will improve response times and alleviate unnecessary delays		
☐	No	Test function of remote communications	• Lack of or interrupted cellular service on the day of the NSSE may not only affect communications but also the ability to communicate remotely with roadside devices • Cellular phone systems may overload during an NSSE that draws a large number of people, especially if a problem occurs during the NSSE, which causes many NSSE patrons to use their mobile phones • Communications in rural areas may be hindered by weak or nonexistent cellular or radio signals		
☐	No	Evaluate contingencies such as manual operation of equipment			

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS/EXAMPLES	DATE COMPLETED	USER NOTES
☐	Yes	Develop a camera system that provides access into each involved agency's cameras (airports, highway, transit system, turnpike, as well as those set up in the city for security)	• Combine all traffic and security cameras onto a fiber system and bring the images to each command center location. There could be issues if there is no system to pull them all together. Set up a process for one piece of software that can access all cameras. • The National Emergency Management Network incident tracking and mapping software allows personnel to quickly and easily pre-plan graphically for the potential for protests, and by integrating location information and pictures inside and outside buildings, can allow officers to be prepared in case protests materialize		
☐	No	Use and put portable dynamic message signs in place several days prior to the start of an NSSE to inform motorists of the NSSE and give them sufficient time to find and become familiar with alternate routes	• Use message boards at key Interstate junctions and HAR systems to notify the commercial motor vehicle community of the inability to travel through the city during the NSSE • Use dynamic message signs; HAR; 511 (if available in your region); fixed and portable devices • Add signs in advance for taxis, buses, and limos to direct them to staging locations		
☐	No	Test equipment thoroughly before the day of the NSSE			
☐	No	Thoroughly track all costs to seek reimbursement	Consider assigning someone who is business focused to track resources and costs as their main duty		

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS/EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
OUTREACH					
☐	Yes	Identify and engage stakeholders potentially participating in NSSE planning and operations or affected by the NSSE	• Develop a local host committee including people from local businesses, the Chamber of Commerce, taxis, buses, etc. • Conduct a "road show" tour with transportation officials, law enforcement, and the NSSE planners to provide information on plans for the NSSE to civic groups, local police and fire, etc. • Work with the local trucking association to get the word out about the NSSE transportation plan ahead of time • Encourage businesses to work out of satellite locations • Conduct outreach to public and private employers related to shift changes		
☐	No	Develop a plan for interaction with the media	Establish direct contact with the media in terms of communication and distribution of accurate information to the public		
☐	No	Develop a plan for providing information to the public	• Facilitate outreach early and often • After finalization of the transportation plan, conduct a press conference to tell the public about the plan • Get the word out days before the NSSE, so that people know and are excited about it • Let businesses know that if they are in the security perimeter, they will not have access to their businesses during the NSSE		

PRE-NSSE PLANNING AND PREPAREDNESS					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS/EXAMPLES	DATE COMPLETED	USER NOTES
☐	No	Take time to plan message content for dynamic message signs	By reviewing the quality, accuracy, and impact of pre-NSSE message content on the travel patterns of a community, planners can craft messages that maximize the value of the dynamic message signs to both local and visiting motorists		
☐	Yes	Ensure early notification of traffic detours and road closures through dynamic message signs and general outreach to the media	Work with the NSSE Joint Communications Officer to develop and share road closure information with the public		

**Sections highlighted in light grey and designated by a "YES" are NSSE-specific.*

DAY-OF-THE-NSSE EXECUTION					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS / EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
COORDINATION					
☐	No	Adopt a formal management process to establish agency functional responsibilities, implement a chain-of-command, and clarify decision-making to ensure successful traffic management plan deployment			
☐	No	Apply UC to create an integrated traffic management team consisting of involved multi-disciplinary and multi-jurisdictional stakeholders	The traffic management team includes not only many of those stakeholders that have been involved during the NSSE operations planning phase, but all those who may be involved for the first time on the day of the NSSE. This includes other NSSE support stakeholders (e.g., traffic control contractors), other stakeholder representatives (e.g., emergency management agency), and volunteer personnel		
☐	No	Identify agency operations managers and field personnel comprising the inter-agency traffic management team			
☐	Yes	Designate agency representatives in UC, i.e., representing all involved agencies with jurisdictional or functional authority and charged with making consensus decisions under UC	Two approaches for managing a large venue site area characteristic of NSSEs include dividing the site into distinct geographic areas and either (1) assigning a different agency(s) with the same functional authority(s) to each of the areas, and establishing a UC structure consisting of a representative from each involved agency or (2) establishing a UC structure for each defined area for the purpose of implementing tactical operations applicable to that area, provided a Unified Area Command exists for managing the overall NSSE objectives and strategies.		

DAY-OF-THE-NSSE EXECUTION					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS / EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
☐	Yes	Identify stakeholders responsible for managing traffic on the day of the NSSE	• Internal DOT/DPW coordination will include support for additional traffic detours/road closures, incident management issues, and traffic maintenance, monitoring, and timing • Work with NSSE organizers to use "back door" routes that few people know of as a way to get dignitaries to and from the NSSE. Have that access be separate from public access into the facility.		
☐	No	Issue, record, and track coordination requests at the local EOC	• WebEOC® can enable all centers to remain engaged in operational issues and preparedness and provide a common interface for coordination. Develop a process for WebEOC first, then acquire and implement the software. Provide guidance on what to input into WebEOC, not just how to input it. • The DOT/DPW will experience most of its external coordination on the day of the NSSE in the initial hours of set-up.		
COMMUNICATION WITH PARTNERS					
☐	Yes	Develop briefing schedule as necessary based on traffic management team composition and characteristics of the NSSE	• Hold daily conference calls to coordinate centers • Briefing meetings may take place at regular intervals during expected lulls in activity during the NSSE, at the end of each day for a multi-day NSSE, and/or at the end of a shift change in the command center		
☐	No	Provide management updates	Confirm information flow before accepting it as fact		

DAY-OF-THE-NSSE EXECUTION					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS / EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
TRANSPORTATION PLAN					
☐	No	Establish multi-agency command post	• A permanent TMC may serve as the primary command post as many of the communications resources and other needed tools are already in place at the TMC • Advantages of a single command post include: (1) key agencies are represented in a single location and (2) communications among agencies are simplified		
☐	No	Determine location of command post(s)			
☐	No	Determine which command post will take the lead			
☐	No	Establish agency-specific or function-specific command posts	• Mobile command posts represent secondary, agency-specific command posts and are common for larger NSSEs for more effective management of field operations and better span-of-control • Agencies operating a secondary command post still staff a ranking representative at the interagency (primary) command post • An advantage of secondary command posts is that the location of NSSE management can be more easily switched if a problem develops at the primary command post		

DAY-OF-THE-NSSE EXECUTION					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS / EXAMPLES	DATE COMPLETED	USER NOTES
☐	Yes	Identify surveillance methods	• Surveillance methods include automated techniques (closed-circuit television) or manual methods (field personnel observation and reporting) • Overhead helicopter surveillance may also be conducted • Agency staff or field technicians may conduct on-site observations during NSSEs to identify problem areas and provide on-site assistance and real-time communication with the transportation operation managers		
☐	No	Determine use(s) of surveillance information	Surveillance information may be used to: (1) measure traffic and environmental conditions in real-time, (2) make control decisions, (3) disseminate traveler information, and (4) monitor and evaluate system and plan performance		
☐	Yes	Activate traffic surveillance plan	• Clear out cars in parking garages and have Secret Service and the police do sweeps for any buildings that have line of sight into the NSSE area • Sweep delegate buses and place a uniformed officer on board. Also sweep transit buses and keep them in a secure parking area when not in operation. • Have Secret Service use bomb dogs to check vehicles in the area of the NSSE • Conduct random searches of all baggage, briefcases, packs, and boxes especially those on public transit and entering the NSSE venue(s) • Utilize volunteers to serve as local ambassadors and provide NSSE patron assistance • Be flexible; NSSEs are dynamic • Keep a diary (documentation)		

DAY-OF-THE-NSSE EXECUTION					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS / EXAMPLES	DATE COMPLETED	USER NOTES
☐	No	Follow established protocols for recording and clearing a traffic incident			
☐	No	Secure road construction work zones			
☐	No	Have contact information for the road construction superintendent or local personnel on hand			
☐	No	Report any suspicious activity to the appropriate agency	Follow up on issues; they don't go away		
☐	Yes	Implement traffic control per traffic control plans for ingress	Consider stopping or re-routing freight traffic, both rail and highway, in the area when dignitaries are at the NSSE venues		
☐	No	Change traffic control to normal per the traffic control plan. Change traffic control to egress per the traffic control plan once the NSSE is completed			
☐	Yes	Establish applications for performance measures	Apply performance measures to: (1) identify locations or corridors with poor performance, (2) identify potential causes and associated remedies, (3) identify specific areas that require improvements / enhancements for future NSSEs and other special events, (4) provide information to decision-makers and the public, and (5) provide input to post-NSSE evaluation		
☐	No	Determine statistics or measures that can be obtained from traffic monitoring	Example transportation system performance measures include congestion delay, travel time, travel speed, change in travel mode, and change in transit ridership		

DAY-OF-THE-NSSE EXECUTION					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS / EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
STAFFING					
☐	No	Utilize needed personnel resources and scheduling	• Most day-of-NSSE field personnel will work in areas different from their normal, day-to-day work location • Depending on the length of the NSSE, a second shift may have to report to handle egress • Consider how quickly staff and other resources can be deployed in case the NSSE ends sooner than expected, thus causing early departures • Have extra safety/service patrols and tow trucks staffed throughout the NSSE to keep traffic moving • Extend safety/service patrol hours during the NSSE • Station personnel at the multi-agency coordination center • Staff the Incident Command Center in the TMC 24/7 throughout the NSSE		
☐	No	Have the same core members of the planning group available to modify the plan as necessary			
☐	Yes	Coordinate feeding and provision of water to staff working at the NSSE	Provide food and water for workers at the NSSE where access and security are of higher concern		
☐	No	Report any unusual incidents or concerns to the next shift as they arrive for duty			

DAY-OF-THE-NSSE EXECUTION					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS / EXAMPLES	DATE COMPLETED	USER NOTES
TRAINING					
☐	No	Ensure staff members are trained on how to use communications devices as well as the appropriate etiquette			
☐	No	Conduct just-in-time training for staff who arrive to help at the last minute			
CREDENTIALING					
☐	Yes	Ensure all staff arriving for work at the NSSE display the proper credentials for the area where they are assigned to work			
RESOURCES					
☐	No	Determine the scope and amount of non-personnel resources required on the day of the NSSE			
☐	No	Evaluate needed personnel resources and scheduling	Personnel scheduling considerations include: (1) the type and quantity of skilled personnel needed, (2) where personnel should be deployed, and (3) the responsi-bilities of individual personnel		
☐	No	Identify resources in advance in case the traffic management team needs more resources than planned to implement the traffic management plan	Resources need to be available during the periods of NSSE ingress, the NSSE itself, and NSSE egress		
☐	Yes	Utilize radio systems, cellular phones, and traffic cameras for NSSE surveillance and communications	Use cameras to help determine whether threats are real		

DAY-OF-THE-NSSE EXECUTION					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS / EXAMPLES	DATE COMPLETED	USER NOTES
☐	No	Evaluate capacity and demand of cellular service in the vicinity of the NSSE venue on the day-of-NSSE			
☐	No	Monitor traffic flow and amend traffic plan on site and in real time as necessary	• Use state or regional safety/service patrols to patrol the roadways around the NSSE, borrowing from other agencies if necessary • Monitor major arterials and alternate routes using traffic cameras • Set temporary signs, barricades, cones and other traffic control devices • Maintain traffic control devices as they may be knocked down or blown over		
☐	No	Secure staging areas from both the public and partner agencies to ensure equipment remains under the DOT/ DPW's control			
☐	No	Ensure field teams have access to staged equipment and keep it replenished for other shifts			
☐	No	Determine methods for collecting data used to compute performance measures	Data collection methods include: (1) road sensors for measuring traffic flow parameters, (2) vehicle probes for collecting data on travel times and origin-destination information, (3) CCTV systems for viewing real time video images of the roadway, (4) traffic signal and system detectors to measure congestion on streets, (5) manual methods for collecting traffic (volume/ speed) and parking (demand/occupancy) data		
☐	No	Assess need and method for archiving collected data			
☐	No	Activate data collection			

DAY-OF-THE-NSSE EXECUTION					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS / EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
☐	No	Track time and finances			
☐	No	Have the operations centers create a log of all activities/steps taken			
OUTREACH					
☐	No	Disseminate any adjustments to road closures and traffic detours to the media and external partners at the federal, state, and local levels	Send media alerts and have media distribute information		
☐	No	Use ATIS devices (DMS, 511) to alert motorists to road closures, detours, traffic conditions, traffic incidents, etc.	• Send an e-mail blast to businesses and workers in the area likely to be affected by the NSSE to inform them on road closures • Use Twitter™ or other social media resources to report on road closures		

POST-NSSE REVIEW/AFTER-ACTION					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS / EXAMPLES	DATE COMPLETED	USER NOTES
COORDINATION					
☐	No	Determine if a multi-agency AAR will be scheduled and identify necessary participants	Request feedback from other agencies on how they worked together to plan for future NSSEs and other special events		
RESOURCES					
☐	No	Inventory supplies and equipment used for the NSSE and restock and repair as needed	Use the resource list developed pre-NSSE and used the day-of-the-NSSE as the baseline document		
TRAINING					
☐	No	Review pre-NSSE training to determine whether revisions are needed or additional staff need training for future NSSEs and other special events	Review the NSSE activity log to analyze how the pre-NSSE training was applied during the NSSE		
CLEAN-UP					
☐	No	Coordinate the removal of items (e.g., viewing stands) and garbage			
☐	No	Reinstall public assets (e.g., traffic signals and garbage cans)			

POST-NSSE REVIEW/AFTER-ACTION					
APPLIES?	**NSSE-SPECIFIC**	**IF CHECKED**	**TIPS / EXAMPLES**	**DATE COMPLETED**	**USER NOTES**
RE-OPENING CLOSURES					
☐	No	Coordinate the re-opening of roads with local law enforcement			
☐	No	Ensure personnel are protected until every aspect of installation, garbage removal, and road re-opening, etc. is completed safely			
AFTER-ACTION REPORTS (AARS)					
☐	No	Review and compile internal measures of effectiveness (MOEs) for stakeholder evaluation and external MOEs identifiable by the public	• An after-action or post-NSSE review provides an opportunity to receive feedback from people involved in all facets of an NSSE, from on-site field staff, to TMC staff, to the general public • Such reviews enable planners to identify underutilized capacity and think about how to utilize that capacity to its fullest for the next NSSE		
☐	No	Interview traffic management team personnel (supervisors and personnel) on their observation of operations and implementation of their assignment	Interview questions may be developed and communicated to field personnel prior to the day of the NSSE to make field personnel aware of requested observations of specific facilities or locations on the day of the NSSE		
☐	No	Obtain a log and chronology of traffic management team activities			
☐	No	Ensure shift reports are complete so they can be compiled into a complete AAR			

POST-NSSE REVIEW/AFTER-ACTION					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS / EXAMPLES	DATE COMPLETED	USER NOTES
☐	No	Schedule a post-NSSE debriefing meeting	The debrief meeting should be scheduled at least a few days after the NSSE, giving traffic management team members time to absorb what took place during the NSSE and an opportunity to put it into perspective; however, the meeting should not be delayed too long after the NSSE so memories of what took place remain fresh		
☐	No	Identify key successes and lessons learned			
☐	No	Determine method of organizing the AAR			
☐	No	Develop an AAR of each NSSE, both to identify shortcomings as well as to determine what worked well so successful practices can be expanded or used for future NSSEs and other special events			
☐	No	Document planning products, actual day of NSSE operations, and post-NSSE evaluation activities			
☐	No	Base qualitative analysis on results of field personnel debriefing, NSSE patron survey, and public survey if available	Key topics of a qualitative evaluation include: (1) quality of pre-NSSE information, (2) quality of day-of-NSSE information, (3) direction provided to the NSSE and at the venue, (4) traffic management at the site, and (5) egress from the venue		

POST-NSSE REVIEW/AFTER-ACTION					
APPLIES?	NSSE-SPECIFIC	IF CHECKED	TIPS / EXAMPLES	DATE COMPLETED	USER NOTES
REPORTING COSTS					
☐	No	Thoroughly track all costs to seek reimbursement	Expenses include staffing, overtime expenses, costs of deploying equipment, equipment rental costs, additional communications expenses, and expenses for public information efforts		
☐	No	Examine the operational cost of managing the NSSE	Operational cost analyses may assist stakeholders in identifying potential cost-saving resource deployment strategies for the next NSSE occurrence		
☐	No	Report costs by agency, task/category, and/or traffic management plan component, including public transit (implementation)	• If a cost share agreement exists with the NSSE organizer, ensure that the NSSE organizer is aware of estimated costs and get agreement on cost estimate well before start of planning for the next NSSE • The quantitative evaluation is very useful when conducting a cost/benefit analysis of activities for the NSSE as it serves to justify resource allocations for the next NSSE occurrence		
MESSAGING					
☐	No	Provide timely information to the public about how any continued NSSE security measures, road closures, and traffic delays will affect travelers	Information sharing should extend to the general public post-NSSE, particularly regarding post-NSSE operations that may impact citizens		
☐	No	Disseminate information about road re-openings or transportation-related issues	Information about road re-openings or transportation-related issues should be disseminated as efficiently as they were pre-NSSE and during the NSSE		

Section 7.0 NSSE Overview Fact Sheet

Please visit the link below to access and download the NSSE Overview Fact Sheet in Section 7 *http://ops.fhwa.dot.gov/publications/publications.htm#pse*.

U.S. Department of Transportation
Federal Highway Administration

FACT SHEET
OVERVIEW OF NATIONAL SPECIAL SECURITY EVENTS (NSSE)

MEDIA CONTACT for Additional Information:

Name:
Title:
Phone:
E-mail:
http://ops.fhwa.dot.gov/publications.htm

The successful implementation of a National Special Security Event (NSSE) plan requires the participation and coordination of a variety of partner agencies at the federal, state, and local levels. An event is designated as an NSSE by the Director of the Department of Homeland Security based on anticipated attendance by Unites States (U.S.) officials and foreign dignitaries and the size and significance of the event. NSSEs include, but are not limited to, presidential inaugurations, presidential nominating conventions, major sports events, and major international meetings. Federal planning may begin two to three years prior of the event, and local planning should begin 12 to 18 months in advance. Implementation planning includes partners to:

1. Establish a steering committee
2. Establish subcommittees
3. Identify and acquire resources
4. Construct an operational security plan
5. Establish protocols
6. Conduct training
7. Execute the plan
8. Complete after-action reviews

Generally, an NSSE will encompass all aspects of a jurisdiction's resources and will require participation and buy-in at the highest levels. The importance of the role of both the local and state Departments of Transportation (DOTs)/ Departments of Public Works (DPWs) cannot be understated. The effect on a jurisdiction's transportation system will greatly decrease with the appropriate level of attention provided early, and throughout, the planning process. With appropriate coordination, cooperation, and negotiation, event-day activities will be successful when transportation professionals are able to apply their knowledge and expertise into the operations of the NSSE. Post-NSSE activities are also an essential part of the event. In addition to ensuring the safety of the public and the successful return back to pre-event operating levels, local officials and transportation professionals should conduct after-action reporting and document lessons learned.

Roles and Responsibilities

While each NSSE is unique, statutory requirements dictate the roles and responsibilities that various agencies have in the planning and execution of events. The U.S. Secret Service (USSS) is the lead federal agency for developing and implementing the operations plan for the NSSE, and local law enforcement serves as the local lead agency for security operations. All aspects of local government will support an NSSE, from local law enforcement and Fire/EMS to the water and sewer agency, public space/parks, and elected officials. For a local DOT/DPW, this involvement can include alternative transportation plan development, sidewalk garbage can removal, signal removal, roadway restriping, multiple street closures, partial or complete highway/freeway closures, ramp or overpass closures, detours, debris removal, and expedited or closed construction projects. Local governments may also coordinate with the private sector for some resources and assistance. One such example was for the Major League Baseball All-Star Game in Seattle when the city formed a local host committee as a liaison for the NSSE with the business community.

Transportation Planning: Coordination, Assets and Costs

The USSS will provide information concerning the venue(s) and scope of the event and the local DOT/DPW will be responsible for providing liaison personnel, coordinating and providing resources, developing a comprehensive transportation plan, and helping disseminate information to the public.

To develop a unified transportation plan, DOT/DPW will coordinate with local law enforcement, fire/EMS and other key partners to address the security concerns and ensure the smooth flow of traffic, including transit vehicles, under heightened security. DOT/DPW and its partners will make decisions concerning placement of media, spectators, protestors, resources to support the event, street closures, and barricades through close coordination of law enforcement and the DOT/DPW. As part of this plan, DOT/DPW will include the necessary assets for the event (e.g., barricades, dynamic message signs, parking signs, buses, and staff). In addition, DOT/DPW will work closely with Fire/EMS to incorporate plans for emergency routing and access to hospital facilities routing plans into traffic management plans. These routes also need to be coordinated with local law enforcement and USSS committees and coordination officials. With the influx of various state and local transportation and security agencies, event leadership must ensure clarification of assignments and resolution of instances of overlapping jurisdiction in advance of the event.

DOT/DPW must document its costs and track its resources for reporting to the federal government when reimbursement is requested. From setting detours and lighting removal and replacement, to roadway line markings, traffic cones, and welding of manhole covers, every cost needs to be captured and recorded. Pre-planning should help estimate needs and the cost associated with them; maintaining this inventory will help DOT/DPW when it is necessary to restock equipment and supplies expended during the NSSE. DOTs/DPWs may find the FHWA publication, *Planned Special Events: Cost Management and Cost Recovery Primer,* helpful in their NSSE planning process.

For more information

National Response Framework Emergency Support Function Annexes. pp. 1. DHS/FEMA website: *http://www.fema.gov/emergency/nrf/*

Planned Special Events: Cost Management and Cost Recovery Primer, *http://ops.fhwa.dot.gov/publications/fhwahop09028/index.htm*

US DOT, National Special Security Events: Guidance for the Transportation Professional, add link once document is finalized

Congressional Research Service report on NSSEs, *http://www.fas.org/sgp/crs/natsec/RS22754.pdf*.

To provide feedback to FHWA on this fact sheet, please send comments to *ETO@dot.gov*.

Section 8.0 NSSE Fill-in Fact Sheet

Please visit the link below to access and download the NSSE Fill-in Fact Sheet in Section 8 *http://ops.fhwa.dot.gov/publications/publications.htm#pse*.

YOUR LOGO HERE	[INSERT YOUR ORGANIZATION/AGENCY NAME] NATIONAL SPECIAL SECURITY EVENTS (NSSE) [Event Name e.g., Super Bowl] FACT SHEET FOR TRANSPORTATION PROFESSIONALS	**MEDIA CONTACT for Additional Information:** Name: Title: Phone: E-mail: http://ops.fhwa.dot.gov/publications.htm

How to Use this Template—*Delete this section when saving the final draft*

This fill-in-the-blank template was created by the Federal Highway Administration (FHWA) to provide local officials, members of a NSSE planning committee(s), and other federal, state and/or local personnel with a basic Fact Sheet which you can use to communicate details with key stakeholders on an NSSE. All the topics outlined here should be addressed as part of your planning process. This template can and should be tailored to your audience(s) and event(s), and it may make sense to create multiple fact sheets for different audiences or expand on this template for multiple-day events, depending on the scale and complexity of your NSSE. All text can be edited, and words in **[brackets] and examples given (introduced by "Example" highlighted in blue)**, should be replaced with event-specific information and deleted as appropriate before saving and posting the final Fact Sheet. FHWA encourages you to save these fact sheets so they may serve for templates for future NSSE events. Please provide feedback to FHWA on this fact sheet by sending comments to *ETO@dot.gov*.

OVERVIEW

This Fact Sheet provides a central source of information on the **[Insert Name of Event]** for **[your audience, e.g., federal, state and local agencies, members of the planning committee and sub-committees, public partners, etc.].**

[EVENT NAME] DETAILS

Site: **Sun Stadium, Miami, FL**
Address: **2267 NW 199th Street Miami Gardens, Florida 33056**
Date: **February 7, 2010**
Game Time: **TBA**
Stadium Capacity for Super Bowl XLIV: **75,540**
Event Day Schedule (subject to change):
Example below:

Sunday, Feb. 7, 2010

Time	Activity
8:00 a.m.	Parking Lots A-Z open
9:00 a.m.	
10:00 a.m.	
11:00 a.m.	
12:00 noon	Stadium open to media/press
1:00 p.m.	Stadium gates open to general ticketholders

Time	Activity
2:00 p.m.	
3:00 p.m.	
4:00 p.m.	
5:00 p.m.	Pre-game activities begin
6:00 p.m.	
7:00 p.m.	Kickoff scheduled; Super Bowl XLIV play
8:00 p.m.	Super Bowl XLIV play
9:00 p.m.	9:00–9:30 p.m. Halftime show
10:00 p.m.	Super Bowl XLIV play
11:00 p.m.	Super Bowl XLIV play
12 midnight	Stadium closed; Clean up begins

- The parking lot opens at 8 a.m. and stadium gates open at 1 p.m. to all ticket holders.
- Volunteers should arrive at their scheduled time and follow parking, entrance and registration guidance per **XLIV Super Bowl Volunteer handbook**.
- Special assistants for dignitaries and VIPs should contact **[Insert office name]** directly to coordinate details.
- Press should arrive by 12 noon and check in per guidance in the **Media/Press Kit**.

Security and Admittance

[Insert details on admittance and screening procedures, and additional security requirements if applicable.]

- **Example below:**

Every person attending Super Bowl XLIV at Sun Stadium is required to have a ticket.

Additional Security

Due to the large number of ticketholders expected, the National Football League (NFL) will work in partnership with the Miami-Dade Police Department, as well as transportation and communications officials, to provide the necessary security precautions, including road blocks, security checks, screening points, etc., and ensure that all required communications are provided to officers on the ground so that they can be in communication with each other and the command center as needed. As an NSSE, we will also work closely with the Secret Service to comply with screening and security procedures required. Read the **NSSE Security Requirements Fact Sheet** for more information.

Screening Procedures for Those Attending Super Bowl XLIV

Security screening at Sun Stadium will be significantly heightened for the Super Bowl. Many items usually permitted into NFL venues are not allowed into the Super Bowl. The NFL and the Miami-Dade Police Department strongly recommend that game attendees arrive early to allow time for screening, and minimize the number and size of all items carried into the stadium. If you are in doubt about the appropriateness of an item, it is best to leave it behind on game day.

All items carried by game attendees will be carefully inspected and may potentially not be allowed into the stadium. 8 ½ x 11 inches is allowed. The NFL, Sun Stadium, and the Miami Dade Police Department cannot hold prohibited or excluded items for game attendees.

The safety and security of all fans is still at the forefront in preparation for Super Bowl XLIV.

THE FOLLOWING ITEMS CANNOT BE BROUGHT INTO SUN STADIUM:

- Alcoholic beverages
- All hard fruits unless cut into bite-size pieces
- Any plastic liquid container with seal broken
- Backpacks
- Bags
- Bottles of frozen water or frozen soft drinks
- Cans
- Coolers or other hard containers
- Glass bottles
- Illegal drugs
- Ladies purse measuring more than 8-1/2 X 11
- Laser pointers
- Plastic grocery bags
- Poles or brooms
- Regulation size bats
- Strollers
- Thermoses
- Umbrellas
- Weapons
- Whistles, horns or other noise makers

ALLOWABLE ITEMS INCLUDE THE FOLLOWING:

- Baby diaper bags
- Binocular Cases—ONLY those with binoculars that conform to the size of the binoculars
- Camera Cases—ONLY those with cameras that conform to the size of the camera
- Fannie Packs

Attendees

[Insert number of visitors, number of media, dignitaries, etc.]

- **Example below:**
- General Public: 75,540
- Media/Press
    - Press will arrive between **[time]** at the **[name of gate]** off **[name of road]**.
    - For entrance and parking passes, technical set up, scheduled commercial times, and other details, members of the media/press should download the **Super Bowl XLIV Media/Press Kit**.
- Dignitaries and VIPs
    - Dignitaries and VIPs may include **[e.g., current and former governors, current and former Presidents, film actors, NFL athletes]**.
    - Arrival time, gates and travel routes for Dignitaries and VIPs should be handled through the **[name of office]**.

Additional Events

[Insert details or link to fact sheet on ancillary events, e.g., Kickoff breakfast, city fun fest,] Example below:

As part of the Super Bowl celebration, there will be a number of events in and around **Miami**. These will also have an impact on security and transportation planning, and each has a sub-committee leading the event. See the fact sheets below for more details, or contact the Point of Contact (POC) listed in this document for more information.

- **Chamber of Commerce Kickoff Breakfast Fact Sheet**
- **Miami Fun Fest Fact Sheet**

Event Parking

[Insert information on reserved/assigned or open parking areas, special transit service, or other details] Example below:

Parking routes will be provided to all ticketholders on the back of the ticket. This information is taken into consideration in the ground transportation plan, and has been coordinated with the Secret Service and local law enforcement as it relates to road closures and detours.

Ticket holder parking

- All vehicles parked within the Sun Stadium footprint must be permitted with a visible parking pass. Parking permits are for day-of-game only. No re-entry is allowed.
- Each permit is route specific and lot specific. Maps and routes will be displayed on the back of each parking pass.

Accessibility and Amenities for Disabled Patrons

- Disabled Parking—Sun Stadium has 262 disabled parking spaces located on site for easy access to and from the stadium. Disabled parking is located at Gates A, C, E and G. A valid disabled parking pass is required for admission into the disabled parking lots. If all disabled spaces are occupied Sun Stadium will allow disabled guests to use valet parking at no charge. Also, during the game, paramedic units and an emergency medical technician will be available.

Taxi Cab, Limousine, and Charter Bus Staging Areas

- Staging areas will be available at Gates B, D and F.

Road Closures, Traffic Detours and Transit System Changes

[Insert information on road closures, detours, and how this information will be communicated with the public.] Example below:

Representatives from **[Department of Transportation (DOT)/ Department of Public Works (DPW), local law enforcement, Fire departments/ emergency management services (EMS), the City of Miami, the Super Bowl XLIV Host Committee and local businesses]** have been working together for over a year to develop a transportation management plan that will allow traffic to flow smoothly to and from the event and surrounding restaurants and businesses, allow access for all emergency vehicles, and help ensure security for [Super Bowl XLIV] and that it has a positive financial impact on **[Miami]** and a positive image to visitors with minimal impact on residents and businesses.

Road Closures and Traffic Detours

[Insert all roads closed, major traffic detours, inbound and outbound traffic routes, and link to traffic monitoring websites, blogs, etc.]

- **Example below:**

The following road closures and detours will be in place:

- From 8 a.m. to 6 p.m. …
- **Inbound routes to the stadium will be:**
    - **List inbound routes, and any traffic, lane or road closures, i.e., two-way streets made one-way, etc.**
- **Outbound routes from the stadium will be:**
    - **List outbound routes, and any traffic, lane or road closures, i.e., two-way streets made one-way, etc.**

Transit System Changes

[Insert all impacts to the transit systems, including bus routes, subway routes and/or schedule; roads closed, major traffic detours, and link to traffic monitoring websites, blogs, etc.]

- **Example below:**

Miami transit has four transport systems, listed below. All will operate on **weekday schedules** on game day, and will remain running until 3 a.m. on Sunday, February 8.

- **Metrobus:** Provides countywide service from Miami Beach to West Miami-Dade and from the Middle Keys to deep into Broward County. In addition, Metrobus connects with Metrorail and Metromover. All buses are wheelchair accessible.
- **Metrorail:** Miami-Dade County's 22-mile, elevated rapid transit system runs from Kendall through South Miami, Coral Gables, and downtown Miami; to the Civic Center/Jackson Memorial Hospital area; and to Brownsville, Liberty City, Hialeah, and Medley in northwest Miami-Dade, with connections to Broward and Palm Beach counties at the Tri-Rail/Metrorail transfer station. The 22 accessible Metrorail stations are about one mile apart, providing easy access for bus riders, pedestrians, and passengers dropped off and picked up. **Parking is available** at 17 Metrorail stations.
- **Metromover:** Everyone rides for free on this rail service, which operates on loops around and through Miami. Look for the **Metromover map** at street level or near the entrance to each station.
- **STS (Special Transfer Service):** STS is available for people with a physical, mental, or intellectual disability who cannot ride Metrobus, Metrorail, or Metromover. Any resident whose disability prevents them from riding regular transit vehicles qualifies for STS. Residents with temporary disabilities may also be eligible for this service.

For the **fares, schedules, and real-time information**, see: **http://www.miamidade.gov/TRANSIT**

Information on Closures, Detours and Delays

An extensive combination of multi-media will be used to communicate the closures, detours and/ or delays to the public, including: signage on roads and throughout bus and subway stations, local broadcast and online media.

- Road signs, including dynamic message signs, will alert travelers to the closures in advance. Signs will be posted in the following locations:
    - **[Insert Street, facing direction (N, S, E, W), Date, Times]**
- DOT's website **http://www.dot.state.fl.us/TravelInformation.shtm** will be updated every 30 minutes on the day of the event, and will be widely promoted to the general public as the central source for up-to-date traffic information
- Real-time information on transit schedules and delays will be available at: **http://www.miamidade.gov/TRANSIT**
- DOT will also work closely with local television **[insert station names]** and radio stations **[insert station names]** to broadcast up-to-date traffic information, beginning **[X]** days(s) prior and from **[6:00 a.m. to 11:30 p.m.]** on the day of the event
- DOT will also be establishing a traffic blog **[insert blog name]** and Twitter feed **[insert Twitter feed name]** to relay instant traffic updates to fans and followers, beginning **[X]** days(s) prior and from **[6:00 a.m. to 11:30 p.m.]** on the day of the event

Maps

[insert link to Location map(s) showing entrances, exits, special sections for attendees, etc., if available]

- **Map of Road Closures and Detours**
- **Inbound/Outbound Stadium Routes**
- **Transit Maps**
- **Parking Map**
- **Stadium map**

Pre-Event Training

[Include information on pre-event training plans, including who is involved, when and where training will take place, and a POC for more information.] Example below:

Pre-event training will be conducted one to two months prior to the event, with an inter-agency training scheduled for **[Date]**. Contact your training coordinator for details on the location and times.

Pre-Event Training Coordinators

Name, Title	Agency/Organization	Email	Phone	Notes
Jane Smith	**Florida DOT**	**email@xyz.gov**	**xxx-xxx-xxxx**	

Post Event

[Include details on when temporary closures/detours will be ended, and after-action planning.] Example below:

Beginning at **[time]** on **[date]**, road closures and detours will be lifted, returning traffic patterns to pre-event status.

Cleanup will begin immediately following the event, with road crews stationed throughout the area.

The week following, the Host Committee will host an after-action review meeting on [**date, time]** at **[location]**. The purpose of this meeting is to discuss and document lessons learned to provide those who will host NSSEs in the future with the knowledge they will need to carry out their responsibilities in these federally managed events.

Points of Contact

[Note: Before including contact information, consider what is relevant to the intended audience. Also, check with the Points of Contact to get their permission before posting contact information.]

Name, Title	Agency/Organization	POC for Primary Activities	Email	Phone
John Smith, Chair, Host Committee	Florida DOT	Inter-agency coordination	email@xyz.gov	xxx-xxx-xxxx

For More Information

[Insert links to additional resources, i.e., websites, fact sheets, etc.] Example below:

- **Dignitaries and VIPs Fact Sheet**
- **NFL Super Bowl XLIV official website**
- **Media/Press Kit**
- **South Florida Super Bowl Host Committee official website**
- **South Florida DOT/DPW website**

Frequently Asked Questions (FAQs):

[Insert FAQs here, or link to FAQs on a separate fact sheet or web page from "For More Information". FAQs should take into consideration the variety of questions that stakeholders and their constituents may have.]

Examples below:

- **What is Super Bowl XLIV?**
  Each year, the **National Football League** (NFL) conducts a professional football championship game between the champions of the American Football Conference (AFC) and the National Football Conference (NFC). The winning team is declared champions of the NFL and winners of the Vince Lombardi Trophy.
- **When will Super Bowl XLIV (44) be played?**
  February 7, 2010
- **Will there be any detours or road closures on game day?**

Yes, and by being aware of detours and closures, you can help avoid delays. For a map of road closures, go to **[link to website]**. You can also follow up-to-date traffic information on the Super Bowl XLIV traffic blog **[insert blog name]** and Twitter feed **[insert Twitter feed name]** beginning **[X]** days(s) prior and from **[6:00 a.m. to 11:30 p.m.]** on the day of the event, as well as DOT's website **http://www.dot.state.fl.us/TravelInformation.shtm** and local TV and radio stations.

Section 9.0 Resource Guide

**contacts current as of 3/15/2010*

NSSE EVENT	LAST NAME	FIRST NAME	TITLE	AGENCY	ADDRESS
2004 DEMOCRATIC NATIONAL CONVENTION	Boudreau	Neil	State Traffic Engineer, Highway Division	Massachusetts Department of Transportation	10 Park Plaza, Room 7210 Boston, MA 02116
G-20 SUMMIT IN PITTSBURGH	Cippel, P.E.	Frank	Assistant District Traffic Engineer	PennDOT	PennDOT District 11-0, Traffic Engineering Unit 45 Thomas Run Rd Bridgeville, PA 15017
	de Cerreño, Ph.D.	Allison L. C.	Program Director, All-Electronic Tolling Tunnels, Bridges & Terminals	Port Authority of New York and New Jersey	One Madison Avenue, 5th floor New York, NY 10010
2008 DEMOCRATIC NATIONAL CONVENTION	Field	W. Scott	Deputy Director	Mayor's Office of Management and Homeland Security, City of Denver	1437 Bannock Street, Room 3 Denver, CO 80202
2008 REPUBLICAN NATIONAL CONVENTION	Kranig	Jim	Metro Regional Transportation Management Center Engineer	Minnesota DOT	1500 W. Cty. Rd. B2 Roseville, MN 55113
PRESIDENT OBAMA INAUGURATION	Pearce	Vince	National Response Deputy Program Manager	US Department of Transportation	1200 NJ Ave SE, S-60 W56-492 Washington, DC 20590
G-20 SUMMIT IN PITTSBURGH	Purcell, P.E.	Amanda	Municipal Traffic Engineer	City of Pittsburgh, Department of Public Works	414 Grant Street Pittsburgh, PA 15219
SUPER BOWL 2004, NBA ALL-STAR GAME, THE WORLD SERIES, AND THE MAJOR LEAGUE BASEBALL ALL-STAR GAMES	Rebagay	Teofilo	Area Traffic Engineer	City of Houston	P.O. Box 1562 Houston, TX 77251
LA MARATHON *(10 + YEARS)*, **ACADEMY AWARDS** *(10 + YEARS)*, **GRAMMY'S** *(10 + YEARS)*, **PRESIDENTIAL MOTORCADES** *(10 + YEARS)*, **POST 911 LOS ANGELES WORLD AIRPORT CLOSURE AND TRAFFIC MANAGEMENT MAY DAY DEMONSTRATIONS** *(8 + YEARS)*, **NBA ALL-STAR GAME, 2004 WORLD BASEBALL CLASSICS AT DODGERS' STADIUM, 2009 MICHAEL JACKSON'S FUNERAL, 2009 NBA LAKERS' CHAMPIONSHIP PARADES**	Sahakian	Aram	Senior Transportation Engineer	Los Angeles City Department of Transportation	Special Traffic Operations Division 1016 Mission Road, Bldg. B, Ste 105 Los Angeles, CA 90033
2004 DEMOCRATIC NATIONAL CONVENTION AND THE FUNERAL OF SENATOR KENNEDY	Tinlin	Thomas	Commissioner	Boston Transportation Department	1 City Hall Square, Room 721 Boston, MA 02201-2026
2008 DEMOCRATIC NATIONAL CONVENTION	Wager	Matthew T.	Manager II	City of Denver	Traffic Engineering Services 5440 Roslyn St, Bldg E Denver, CO 80216
	Yuhas	Barbara	Project Director	International City/County Management Association	777 North Capitol Street, NE Suite 500 Washington, DC 20002-4201

PHONE NUMBER	CELL PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS	RESPONSIBILITY	EXPERTISE AREAS						ALTERNATE CONTACT PERSON/ INFORMATION
					TRANSPORTATION MANAGEMENT CENTERS	TRAFFIC PLANNING	PLANNED SPECIAL EVENTS TRANSPORTATION MANAGEMENT	TRAFFIC INCIDENT MANAGEMENT	WORK ZONES	TRANSIT	
617-973-8211		617-973-8861	neil.boudreau@state.ma.us	Transportation Planning and Traffic Coordination for Special Events							
412-429-4986		412-429-4977	fcippel@state.pa.us		X	X		X			
212-435-4814	917-301-5650	212-435-4822	acdecerreno@panynj.gov								
720-865-7603			scott.field@denvergov.org								
651-234-7020	651-308-6385	651-234-7006	jim.kranig@state.mn.us	Manager of the Twin Cities Freeway Operations System	X	X	X	X			Brian Kary at 651-234-7022 or Brian.Kary@state.mn.us
202-366-3579	202-306-6147	202-366-7261	vince.pearce@dot.gov	Federal ESF-1 (transportation)							
412-255-8846	412-255-8847										
713-837-7264			teofilo.rebagay@cityofhouston.net	Traffic engineering reviews for traffic control for the METRO Light Rail projects in Houston		X	X		X	X	
213-216-6210		323-224-6533	aram.sahakian@lacity.org	Special Events and Emergency Response							
617-635-4680	617-212-4612	617-635-4295	thomas.tinlin@cityofboston.gov	Special events planning, permitting and execution	X	X	X	X	X		
720-865-4061			matthew.wager@denvergov.org								
202-962-3539		202-962-3500	byuhas@icma.org								

Section 10.0 References

Conners, Edward. *Planning and Managing Security for Major Special Event: Guidelines for Law Enforcement.* U.S. Department of Justice, Office of Community Oriented Policing Services. March, 2007.

DomPrep Journal: Special Event Preparedness. Volume 7, Issue 1, January 2011.

Fact Sheet: National Special Security Events. 2006. Department of Homeland Security website: *http://www.dhs.gov/xnews/releases/pr_1167323822753.shtm*

Federal Highway Administration, *Planned Special Events: Cost Management and Cost Recovery Primer,* *http://ops.fhwa.dot.gov/publications/fhwahop09028/index.htm*

Federal Highway Administration, *Planned Special Events: Checklist for Practitioners,* *http://ops.fhwa.dot.gov/publications/psechecklists/intro.htm*

Federal Highway Administration, *Service Patrol Handbook*, *http://www.ops.fhwa.dot.gov/publications/fhwahop08031/ffsp_handbook.pdf*

Reese, Shawn. *National Special Security Events*. Congressional Research Service, March 24, 2009.

NOTES

U.S. Department of Transportation

Federal Highway Administration

CONTACT INFORMATION

For additional information on this report, contact:

Laurel Radow, via e-mail at
Laurel.Radow@dot.gov

Federal Highway Administration
1200 New Jersey Avenue, SE
Washington, DC 20590

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