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BSR ES1.6 – 202x
Event Safety – Communications

Approved by the ANSI Board of Standards Review on

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The ESTA Technical Standards Program

The ESTA Technical Standards Program was created to serve the ESTA membership and the entertainment industry in technical standards related matters. The goal of the Program is to take a leading role regarding technology within the entertainment industry by creating recommended practices and standards, monitoring standards issues around the world on behalf of our members, and improving communications and safety within the industry. ESTA works closely with the technical standards efforts of other organizations within our industry, including ESA, USITT and VPLT, as well as representing the interests of ESTA members to ANSI, ICC, UL, and the NFPA. The Technical Standards Program is accredited by the American National Standards Institute.

The Technical Standards Council (TSC) was established by ESTA to oversee and coordinate the Technical Standards Program. Made up of individuals experienced in standards-making work from throughout our industry, the Committee approves all projects undertaken and assigns them to the appropriate working group. The Technical Standards Committee employs a Technical Standards Manager to coordinate the work of the Committee and its working groups as well as maintain a “Standards Watch” on behalf of members. Working groups include: Control Protocols, Electrical Power, Event Safety, Floors, Fog and Smoke, Followspot Positions, Photometrics, Rigging, and Stage Lifts.

ESTA encourages active participation in the Technical Standards Program. There are several ways to become involved. If you would like to become a member of an existing working group, as have over three hundred people, you must complete an application, which is available from the ESTA office. Your application is subject to approval by the working group and you will be required to actively participate in the work of the group. This includes responding to letter ballots and attending meetings. Membership in ESTA is not a requirement. You can also become involved by requesting that the TSC develop a standard or a recommended practice in an area of concern to you.

The Event Safety Working Group, which authored this standard, consists of a cross section of entertainment industry professionals representing a diversity of interests related to event production, insurance and legal matters, rigging and stage machinery for theatrical events. ESTA is committed to developing consensus-based standards and recommended practices in an open setting. Future Event Safety Working Group projects will include updating this publication as changes in technology and experience warrant, as well as developing new standards and recommended practices for the benefit of the entertainment industry.

Investors in Innovation

The Technical Standard Program (TSP) is financially supported by ESTA and by companies and individuals who make donations to the TSP. Contributing companies and individuals who have helped fund the TSP are recognized as “Investors in Innovation”. The Investors in Innovation when this standard was approved by ANSI's Board of Standards Review are as follows:

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Interest category codes:
EP = Event Producer: Person or company involved in the overall management of a live event.
EQ = Equipment Producer: A person or company that makes equipment for events.
DR = Equipment Dealer or Rental Business: A person or company that sells or rents equipment for events.
DE = Designer of Events: Person or company that designs elements of an event, but who is not a producer. The elements can be artistic (e.g., scenery) or technical (crowd control plans).
EW = Event Worker: Person who works at an event, such as a stagehand, technician, or stage manager.
PA = Performing Artist: Persons and companies that perform at live events (e.g., singers, dancers, acrobats).
I = Event Insurance Company: A company that provides insurance coverage for live events. An insurance broker would be considered to represent the interests of a company and not be independent if that company represents more than 50% of the broker's business.
G = General Interest: Any person or company that cannot be reasonably assigned to one of the other categories listed above.

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Foreword

The Event Safety Guide was first published by the Event Safety Alliance in 2014, as a guide-line for discourse regarding the many aspects of special event safety. It originated in the UK Health and Safety Executive's *HSG195 "The event safety guide (Second edition) A guide to health, safety and welfare at music and similar events."* where its purple cover subsequently led to its reference as simply *The Purple Guide.* In 2016, the Event Safety Working Group

(ESWG) was established within ESTA's Technical Standards Program for the purpose of converting the Event Safety Guide chapters into formally recognized, consensus-based, standards that could be universally referenced across special events organizers, producers, enforcement agencies and user-groups. This document is one of many such chapters, intended to be used in conjunction with each other, as a collection of standards, which are used to establish minimum standards for care and public safety for special events. Because event technology and requirements constantly evolve, so too will this collection of standards change and evolve to accommodate industry needs.

It has been assumed in the drafting of this standard that the execution of any design provision is entrusted to appropriately qualified and experienced people, and that any fabrication and use provision is carried out by qualified and suitably experienced people and organizations.

This standard presents a coordinated set of rules that may serve as a guide to government and other regulatory bodies and municipal authorities responsible for event communication within its scope. The suggestions leading to accident prevention are given both as mandatory and advisory provisions.

Compliance with this standard does not of itself confer immunity from legal obligations.

This document uses annex notes to provide additional reference information about certain specific section requirements, concepts, or intent. Subject matter with a corresponding annex note is identified by the asterisk (*) symbol, and the associated text is found in Appendix A, Commentary, identified by its section number – e.g., an annex note to section 3.2 will be identified in Appendix A, Commentary as A.3.2. The annex notes are informational only, and do not add or subtract from the mandatory requirements of this standard.

Introduction

Context of this Standard

There are nearly as many means of communication as there are messages to communicate. Communication occurs between event organizers, staff, attendees, public safety, general public, and any stakeholder that has a role to play, in the production of an event, or who may be impacted by the event. This standard is not exhaustive regarding either form or content. In this context, the “best” communication is whatever has the greatest likelihood of successfully conveying information in a timely manner to the most people based on the ways in which they understand information under the circumstances of any given event.

In the past, communication failures have contributed to delayed recognition of problems and confusion and led to the loss of lives and property. Effective communication is essential to prevent incidents and effectively respond to incidents when they do happen.

This standard focuses on the fundamentals of event communication planning and considerations, which address the requirements for effective communication during various reasonably foreseeable circumstances. This guidance fits within the broader context of event management, which generally comprises the following elements.

Risk Assessment. It is valuable, especially for events that involve larger or more active crowds or more complicated events or venues, for event organizers to conduct a risk assessment. From this risk assessment, the people overseeing safety and security measures and the individuals who would implement those measures – in conjunction with public safety officials, among others – can identify safety and security risks and plan to mitigate the risks that are most likely to occur or most likely to significantly impact event participants or spectators.

Emergency Action Plan. Once a risk assessment is completed for the event, the event organizer can plan how to respond reasonably for foreseeable risks. This plan should identify operational duties and responsibilities during potential emergencies during the event. The Emergency Action Plan may be a part of an Event Operations Plan, or similar. Event communications should be included as a part of the broader plan and integrate into other event operations and response plans.

Training. Once there is a plan to mitigate the most foreseeable and consequential risks, the event organizer can ensure that event staff and public safety officials understand and are trained to carry out their responsibilities consistent with that plan.

Supervision. Because even the most well-trained, conscientious people are fallible, supervision is a final layer of assurance of safe practices consistent with this standard and the plans for normal and emergency procedures.
It should be noted that an event may have its own terms for the phases of planning and executing the event. For the purpose of this standard, common event terminology will be used.

1 Using this Communication Standard

1.1 Scope

This standard addresses communications in the live event industry and addresses reasonable event communication practices for both event staff and spectators. Consideration must be given to all the stakeholders and activities involved in the event, during normal operations and emergencies, throughout the entire timeline of the event.

This document provides guidance and reasonable practices for effective event communication with considerations for both normal and emergency situations. It describes communication planning and delivery for internal use within the event operations team, and external communications used by the audience or general public. The goal of this standard is to help event organizers plan for and implement scalable, effective communications for all stakeholders and activities of an event by providing thought-provoking communication principles for consideration in planning.

Exclusionary Statement: While this document will address communicating with law enforcement, medical support, or other Authorities Having Jurisdiction (“AHJs”), this standard specifically does not address any communications within AHJs or military operations, as these systems are determined by those organizations and therefore are beyond the scope of this document.

1.2 Purpose

The purpose of this standard is to help reduce the risk of harm to people attending events and to improve their experience through effective communications among all stakeholders involved in the creation, production, operation, and attendance at live events.

1.3 Equivalency

The provisions of this standard are not intended to prevent the use of any materials or to prohibit any design or method not specifically prescribed by this standard, provided that any such alternative design or method complies with the intent of the provisions of this standard. The quality, strength, and effectiveness of all methods of work must be at least equivalent to those prescribed in this standard.

This standard is not intended to replace or supersede any applicable local rules or laws. It should supplement them with the ultimate goal of improving safety.

1.4. Application

This document is one part of a larger collection of standards relating to live event safety. Users of this document should apply it in the context of other standards relating to the operation of live events.

1.5 Normative references

The following documents contain requirements relating to the scope of this standard. They are provided for guidance only, unless otherwise referenced specifically elsewhere within this standard. Where a specific version is not given, the version applicable to the event jurisdiction must be used.

Incident Command System (ICS) FEMA.gov
Event Safety Guide, Event Safety Alliance 2014
NFPA 101, Life Safety Code ®, 2021 Edition
ANSI ES1.9-2020, Crowd Management
ANSI ES1.40-2023, Event Security

2 Definitions

2.1 Accessibility. The design of devices, services, or environments to be usable by people with physical and mental disabilities or challenges, and to improve the ability to participate in events.

2.2 After action report/review. An audit of systems, plans, and documentation by the event organizer and relevant stakeholders within a short time following the conclusion of an event.

2.3 Authority having jurisdiction (AHJ). An organization, office, or individual responsible for enforcing the requirements of a code or standard, or for approving equipment, materials, an installation, or a procedure. (Source: NFPA)

2.4 Communication plan. A plan which includes the event organizational structure, operational and emergency systems, messaging and documentation.

2.5 Competent person. One who is capable of identifying existing and predictable hazards in the surroundings or working conditions, which are unsanitary, hazardous, or dangerous to employees, and who has authorization to take prompt corrective measures to eliminate them [OSHA “Competent Person” standard, 29 CFR 1926.32(f)]

2.6 Emergency. An occurrence, natural or human-caused, that requires a response to protect life or property.

2.7 Event. Any assembly, public or private, indoor or outdoor, which is presented to a live audience. ANSI ES1.9-2020 Crowd Management

2.8 Event Organizer. The event organizer is the individual, group or organization (or their authorized representatives) that originates, produces, organizes, promotes and or manages an event.

2.9 Event Personnel. Anyone working the event, including the management, artists, production team, vendors, contractors, subcontractors, laborers, volunteers.

2.10 External Zone. The area outside the venue’s property, which can include transportation infrastructure like parking areas, rail stations, roads, and pedestrian pathways. It is common for the external zone to also include public, private, and government infrastructure. It may also be referred to as Zone X or the Grey Zone.

2.11 Incident. An unplanned, undesired event that adversely affects the completion of a task. (Source: OSHA) An incident may also be an occurrence that requires a response by the event

organizer and their resources. It should be noted that the ICS definition of “incident” differs from that of an event organizer and should be accounted for when planning with emergency management or public safety.

2.12 Must. Denotes a mandatory requirement, which is used here only when referring to a statute, code, or other requirement that carries the force of law. “Must” is the preferred term in modern legal documents such as contracts. Many ANSI and ISO documents continue to use the older word “shall” for the same purpose.

2.13 Normal Operations. The routine operation of a program or activity.

2.14 Plain (Clear) Language. Communication that can be understood by the intended audience and meets the purpose of the communicator. Plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency. (Source: FEMA-NIMS)

2.15 Risk assessment. A systematic analysis of reasonably foreseeable threats to determine the risk for each issue identified in the hazard identification process, including the frequency, likelihood of occurrence, and the potential severity of outcome. A useful risk assessment formula is Risk = Vulnerability x Consequences. Some disciplines, such as emergency management and occupational health and safety, may require creation of a HIRA (“Hazard Identification and Risk Assessment”). A HIRA can help allocate resources to reduce risk to an acceptable level under the circumstances. The risk assessment should be recorded and communicated in advance of the event to allow appropriate implementation of resources to prevent, mitigate, transfer, or otherwise address hazards. The risk assessment should be updated as new information becomes available.

2.16 Should. Denotes a recommendation, as opposed to a requirement that one must do. If one determines that a recommended technique or activity is not going to be used for a particular event, this standard further suggests that the event organizer promptly document the reason for that decision for future reference.

2.17 Stakeholder. Anyone who has an effect on or is affected by an event or operation. Stakeholders can be primary (directly involved in the planning of the event) or secondary (impacted by the event).

2.18 Unified Command. An authority structure in which the role of incident commander is shared by two or more individuals, each already having authority in a different responding agency. (Source: FEMA – ICS) The unified command structure can be applied to events by including decision-makers from the event organization structure within the event’s event control center, or similar.

3 Elements of Event Communication

Most broadly, communication requires a sender, receiver, and a message that is delivered in such a way it can be understood and its delivery can be reasonably assured.

3.1 Stakeholders (Who)

All known stakeholders must be considered when creating a communication plan and identifying effective methods for delivering information to the receiver. The following stakeholders should be considered when developing a communications plan:

3.1.1 Event Organizers

These are decision makers during normal operations, and they provide support during emergencies. Event organizers have a fiscal, legal, and oversight responsibility for the event, and they are responsible for ensuring there is an effective communication plan.

3.1.2 Authorities Having Jurisdiction (AHJs)

Involvement in the communication planning process will vary based on scope, size, and the jurisdictional requirements of the event. Information exchanged with an AHJ may pertain to issues such as building permits, insurance, security risks, public health, fire inspections, traffic impact, crowd management, and emergency response.

At a minimum, the event organizer should know who to contact in an emergency and be aware of the resources available in the jurisdiction. The local AHJ has the authority to make decisions in the name of public safety and health, including the decision to stop the event, ie. show stop authority if they deem it necessary.

3.1.3 Facilities

Represent the physical locations of the event, including building or site operations, and may have existing communication structure, information technology, emergency plans, and systems that should be integrated into the overall event plan.

3.1.4 Onsite First Responders

May include emergency medical services, fire department, and law enforcement. They are contracted or arranged directly by the event organizers and utilized in support of the event's operations. The responders may be volunteers. Their organizations may have existing communication structures, emergency plans, and systems that should be integrated into the event plan.

3.1.5 Event Security

May include a range of security personnel, such as security hired by the event, the venue's house security, performer's personal security, or protection details for dignitaries. Their organizations may have existing communication structures, information technology and systems that should be integrated into the event plan.

3.1.6 Community Stakeholders

Many of these stakeholders will be located outside of the venue's property line in an area referred to as the External Zone. Although not inside the venue, they could be directly impacted by the event. Examples include public transportation, public works, traffic, public safety, private businesses, and residential or community organizations.

3.1.7 Entertainment and Content

Includes performers, speakers, athletes, musicians, or other participants who are responsible for providing content at an event. Consideration should be given to the specifics surrounding

their performance and how they may assist in the creation and execution of the communication plan. As an example, an artist on stage can help with a “show pause,” or “show stop” announcement. They may also need or require targeted communications regarding their safety and responsibilities during their performance.

3.1.8 Vendors and Contracted Event Staff
Any business, entity, or individual contracted to provide products or services at the event.

3.1.9 Volunteers
Events using volunteers should acknowledge their role within the communications structure and provide appropriate training to volunteers on their role. Volunteers may be the first to identify a problem within the event, may be responsible for communicating wayfinding to attendees, or may give directions in the event of an emergency. Volunteers need to understand procedures, know who to contact, and how to communicate within the event.

3.1.10 Attendees
Includes participants of both ticketed and non-ticketed events, as well as members of the general public who may be impacted by an event.

3.2 Reasons for the Communication (Why)
There are many reasons why information must be communicated to stakeholders. The identification of information that needs to be communicated to stakeholders can be identified using the event’s risk assessment and other methods of analyzing the event’s impact on stakeholders.

3.3 Types of Communication (What)
Communication begins with the initial meeting between relevant stakeholders to begin planning the event. To identify effective event communications, it is good practice to consider the life cycle of the event. The following section identifies common communications, however the lists are not exhaustive, and consideration should be given to each event’s circumstances.

3.3.1 Pre-Event Communications
Communications before the event provide information regarding policies, procedures, expectations, and event or venue information to the public and event personnel. This information helps people plan before attending or starting work.

Providing safety messaging ahead of time can support mitigation efforts and begin the process of educating attendees about their potential responses in an emergency.

3.3.1.1 Pre-event messages to the public may include information about:

a) Code of Conduct
b) Prohibited items
c) Bag policies
d) Medical and harm reduction resources
e) Accessibility
f) Event safety
g) Weather preparedness

h) Available concessions and water sources
i) Information booth locations
j) Expected wait times
k) Will call and ticketing locations
l) Transportation options and parking
m) Maps and floor plans

3.3.1.2 Pre-event operational messaging to personnel and vendors may include information about:

a) Dissemination of event plans (including communications)
b) Venue information such as maps, policies, and procedures
c) Event staff schedules
d) Load in and load out information
e) Training and exercises requirements
f) Safety information
g) Transportation options and parking

3.3.1.3 Pre-event communication and coordination with city and community stakeholders may include:

a) Notices to businesses and residents who may be impacted by the event
b) Notices of road closures and traffic flow plans
c) Emergency communication coordination with government agencies

3.3.2 Onsite Communications

For the purpose of this standard, onsite communications include messaging that is part of the ingress, circulation, and egress phases of the event. (Source: ANSI ES1.9-2020, Crowd Management)

3.3.2.1 Communications to the public may include:

a) Directions to entrances and ticketing
b) Transportation, parking, and traffic information
c) Queueing information
d) Wayfinding (signage locating performance areas, seating, First Aid, restrooms, concessions, etc.)
e) Safety announcements
f) Event or programming information, including updates or changes
g) Exit and directional information for egress
h) Emergency communications

3.3.2.2 Operational communications may include:

a) Pre-shift briefs (toolbox talk)
b) Normal production and operations communications, including updates and changes

c) Status reports
d) Requests for assistance
e) Deployment of assets
f) Emergency communications

3.3.3 Post-Event Communications

Post-event communications may include messaging to the public about ticket refunds, re-scheduling a canceled event, or information about opportunities to provide feedback. Feedback can be used to update and improve plans in support of the event attendee and participant experience, as well as safety.

An after-action report should be conducted and feedback methods provided to allow personnel to identify successes, failures, challenges and opportunities in the operational plan, including communications. Relevant documentation must be completed, filed, and shared with appropriate stakeholders.

3.4 Methods of Communication (How)

Effective communication relies on the successful delivery of messages and information in a way that provides understanding to the greatest number of people within its intended audience. Multiple delivery methods may be needed to deliver the same message effectively.

3.4.1 Communication Equipment

Communication equipment should be selected based on the specific circumstances of each event, evaluating the strengths and weaknesses of each option. Commonly used event communication equipment include:

a) Bullhorn
b) Public Address System
c) Radio
d) Radio Accessories (headsets, mics, in-ear, etc.)
e) Headset System such as Clear Com
f) In Ear Monitors
g) Phone Communication System
h) Closed Circuit TV (CCTV)
i) Computer and tablet
j) Printed Signage
k) Digital signage (LED)
l) Projectors
m) Interactive signs and kiosks
n) Traffic signs (VMS)

Communication systems must be tested by a competent person, who must also facilitate testing and training for the end user. At a minimum, test and verify systems at installation, prior to the arrival of the public, and whenever circumstances affecting systems change, such as software updates or inclement weather for exposed equipment. Complete testing in time for alternative plans or repairs to be implemented if the system doesn't function as needed.

3.4.2 Communication Technology.

Communication technology should be selected based on the specific circumstances of each event, evaluating the strengths and weaknesses of each option. Commonly used event communication technology includes:

a) SMS (text messaging) / Push Notifications
b) Event and Incident Management Software
c) Emergency/Critical Messaging Systems
d) Weather alert systems
e) Social media monitoring software
f) Event Apps
g) Event Website

3.4.3 Social Media.

Social media has quickly risen to become a main source of receiving and delivering messages. Social media can be used to monitor for intelligence relating to the event, as well as pushing out normal and emergency notifications to the masses in a very short timeframe. Social media is constantly evolving. Regular evaluation of the most current platforms and their relevance to the specific circumstances of each event is necessary. Social media messages should provide real-time, accurate, consistent, and actionable information.

3.4.4 Visual Communication.

a) Digital sign boards
b) Stage projections
c) Text messages
d) Printed signs, including billboards and banners
e) Visual cues provided by event personnel (hand gestures, body language)
f) Television
g) Press releases
h) Print ads
i) Sponsor activations
j) Aviation signs (blimps, drones, plane banners)

3.4.5 Verbal/Audible Communication.

a) Announcements
b) Direction provided by event staff

3.4.6 Redundancy.

Communications systems must be designed and installed with redundancy to ensure that failure of one communication element does not disable the remaining communication system elements. Alternate methods of communication should be identified should the primary modes become unusable. Emergency communication should be assigned to different channels/platforms/frequencies from normal operational communication to prevent interference or system overload that could delay response times.

3.5 Communication (When)

When creating the communications plan, determine the time intervals for when pre-scripted messages should be delivered. This includes repetition of normal and emergency messaging, as well as follow-up and termination messages during an incident or emergency.

4. Barriers to Communications

When evaluating for a communications plan, organizers should take into consideration the individual circumstances of every event. Every event is unique and warrants its own communication assessment to identify those areas that may prevent effective delivery of messages and information.

4.1 Venue or Site

Understanding the capabilities and available communication resources for the event venue or site should be considered prior to forming the communication plan. Whether a venue is a green field, a high school theater, a large stadium or arena, every event space has characteristics that can affect the safe operation of an event and impact upon how communications are planned and delivered for the venue or site.

4.1.2 Signage

Place signs in prominent locations where they can be seen at a distance in crowded areas without obstructions or distractions.

4.2 Surrounding Area

The event's potential impact should be communicated to the surrounding community and businesses. Conversely, event organizers should communicate, understand, and assess any business operations or infrastructure or local restrictions such as noise limits and curfews, that could adversely impact communications. For example, exceeding local capacity for cell or data service due to the increased usage during an event.

4.3 Demographics

Consideration should be given to the expected demographic of the attendees, participants, and event staff. Identifying language, technology, and accessibility accommodations can assist in identifying the most effective communication methods for the specific circumstances of the event.

4.4 Accessibility.

Consideration must be given to all individuals including those who have vision, hearing, speech or sensory disabilities who may communicate in different ways. As the nature of communication varies situation to situation, so do accommodative solutions to provide effective communication. (Source: Americans with Disabilities Act https://www.ada.gov/)

Multiple communication aids and services should be available, including but not limited to:

a) Captioning - Closed captioning, real-time captioning services
b) Written materials - including large print information and Braille
c) Sign Language Interpreters
d) Assistive listening systems
e) Screen reading technology

f) Pen & paper (note exchange)
g) Audio recordings

Communication aids and services must be evaluated based on the length, nature, complexity, and context of the communication for the event and the methods of communication primarily used by individuals. For example, sign language interpreters are only effective for individuals who use sign language. Communication aids and services must be used for all emergency messaging to ensure messages are accessible to event participants.

Whenever possible, event organizers should consult with the person with a disability or an AHJ to determine what aids and services are appropriate for the specific circumstances of the event.

Staff should be trained in communicating with persons with disabilities and in the communication aids and services available at the event, including what methods are utilized for emergency messaging.

5. Message Structure
Messages for the event must be appropriate for the intended recipients to understand and comply with instructions. Understanding the overall scope of the event can further inform messaging content, relatability and acceptance by the audience.

5.1 Plain Language
Using clear language prevents the receiver from having to interpret the message's meaning and reduces the chances of misunderstanding. Messages should use words that are universally recognizable and avoid ten codes, slang, and jargon. If symbols are used, they should also be universally recognized and/or easily identifiable. (Source: FEMA-https://www.fema.gov/pdf/emergency/nims/plain_lang.pdf)

The event organizer should ensure contracted vendors and other stakeholders included in the communications plan are aware and use terms familiar to all event personnel when communicating internally.

5.2 Concise and factual
Emergency messages should be short, provide only known information, avoid opinions about a situation, and include actionable steps when relevant.

5.3 Pre-scripted messages
Regardless of scale, every event should have pre-scripted normal and emergency messages.

Pre-scripted, normal announcements should be provided at predetermined intervals. Messages can include:

a) Locations of venue services or concessions
b) Safety information
c) Programming information
d) Policies and procedures

Pre-scripted messaging should be coordinated with government agencies or public safety in the case of an emergency. Emergency messages should include notification, action steps, follow-up, and termination messages. Pre-scripted messages should be communicated quickly, in an appropriate sequence, and consistently across communication platforms and methods. Pre-scripted emergency messages could include:

a) Evacuation or shelter in place orders
b) Weather warnings
c) Medical situations
d) Power outages
e) Acts of violence
f) Fire or explosions
g) Sounding alarms

Scripted messages should be readily available and placed in designated areas intended for initiating these messages, such as near a designated microphone for messaging, platforms for sending mobile messaging, or consoles for updating digital signs.

Examples of pre-scripted messages can be found in Appendix B.

5.4 Verbal Announcements

Audible announcements, including event and safety information, should be repeated consistently when possible, to reinforce the information being communicated. Announcements that begin during ingress provide an opportunity to build trust through the communication of wayfinding and critical event information. Pre-recorded and live messages should be delivered by pre-determined individuals and have a consistent voice whenever possible.

When determining individuals responsible for delivering audible announcements and messaging, appoint individuals whose voice projects and embraces a tone and pitch consistent with the intention of the message being delivered.

5.4.3 Language and Dialect

The audience’s primary language should be taken into consideration, as well as additional languages that may be present based on the expected crowd demographic or accessibility needs. It may be necessary to provide messaging in multiple languages or symbols.

5.5 Visual Message Design.

The organizers should plan and employ an overall event design strategy, fostering attendee and participant recognition as they approach signs throughout the event footprint. Standardized design elements, such as uniform shapes or colors, shall be included, exemplified by informational signs. Critical and emergency signage, encompassing medical, security or police information, lost child booth, accessibility services, restroom locations, emergency assembly points, and exits, shall be prominently included in accordance with local, state, and federal regulations and requirements, as well conform to the event’s emergency operations plan.

The overall event sign plan should also consider the following:

a) Customized to the needs of the event for both normal and emergency operations
b) Clear, concise, consistent messaging
c) Checked for accuracy, grammar, and spelling
d) Placement in relevant locations to assist attendees and participants with ingress, circulation, and egress
e) Use of multiple languages when relevant to the event and demographic
f) Inclusion of maps to assist with wayfinding
g) Placement of signs in well lit areas, or adding lighting to increase visibility
h) Use of lighting sources to direct individuals, such as white lights leading to red lights indicating exits

Whenever possible, visual messaging should be responsive to current onsite conditions and able to be adjusted in real-time.

6 Communication Plan

The Communication Plan is a part of the overall Event Operations Plan and the Emergency Action Plan. Communication planning should take into consideration both the organizational structure of the event and its personnel to avoid confusion and contradiction to other sections of the overall plans. It should be noted that organizers may use different terminology relating to plans produced for the operation and safety of the event. Regardless of terminology, communications must be integrated into all aspects of planning. The event's risk assessment must be used to determine appropriate communications to be included, which address foreseeable situations.

6.1 Communication Plan Elements.

The plan must include both normal and emergency communication framework. All communication plans should include:

a) Purpose: Understanding what needs to be accomplished with the plan and the intent of the communication strategy
b) Intended Audiences. Identifying who the receiver of the communications are, and any challenges associated with delivering those messages
c) Communication Tools. Outlining the methods in which communications will be delivered
d) Procedures. Defined roles and responsibilities, and procedures for creating, distributing, and monitoring communications
e) Evaluation. Inclusion of a method for determining effectiveness at regular intervals

The Communication Plan should include additional procedures for use during emergencies, including:

a) Notification of additional stakeholders, such as event and venue management
b) Coordination with government officials and public safety, including pre-scripted messages and other resources
c) Procedures for communicating emergency instructions to operations personnel and vendors

d) Communication procedures for continued support of personnel, families, and victims

The use of simple tables can help organize communications for easy access and use. Utilizing a chart to plan out communications can assist in the organization of information. See Appendix C for an example of a communications planning table.

6.2 Sharing the Communication Plan.
Identifying stakeholders for the dissemination of the plan is as important as producing the plan. Effective communication plans depend on those who are responsible for communications knowing their role and the communication procedures and systems outlined in the plan.

6.3 Exercising the Communication Plan.
Once the Communications Plan is developed, it should be tested prior to the event with enough time to make adjustments resulting from the exercise. Event staff responsible for the execution of communications during regular operations should have a clear understanding of the plan and expectation for communicating information and how those communications should be delivered. Those roles who are responsible for the delivery of communications during emergencies should take part in workshops and exercises that include all stakeholders, such as event staff, management, and AHJs.

7 Onsite communication coordination
A central, physical, or virtual location should be designated to execute the event's communication plan. The location can be scalable to the size of the event. For events large enough to host a physical location, the naming of the coordinating location is subject to the structure of the event and the stakeholders involved. Frequently used terminology includes Control Room, Event Operations Center, and Event Coordination Center.

Onsite coordination facilities should include systems for logging reporting incidents, requests for assistance, and emergency situations. Equipment such as CCTV, radios, and digital display controls may be housed and operated from the coordination facility.

Improved and effective communication will result from the use of unified command staffing mode within the coordination facilities. Representatives from event departments, public safety, city agencies, and key vendor services should be included to increase coordination and reduce response times.

APPENDIX A: Commentary (TBC)

APPENDIX B: Pre-scripted Messages Example

The following are examples of pre-scripted emergency messages and are for xx purposes only. Event organizers should take into consideration their own specific circumstances and create messages applicable to their event. Depending on the event's circumstances and the potential scope of the emergency's impact, it may be necessary to work with public safety and/or local authorities to coordinate messaging across platforms. Ideally, some level of coordination has taken place prior to the event.

VERBAL ANNOUNCEMENTS - Should be read or initiated by designated personnel, using a clear and authoritative voice. Multiple languages may be required.

WEATHER EVACUATION ANNOUNCEMENT
Please evacuate through the marked red EMERGENCY EXITS and seek shelter across the street in the parking garage. Listen for further announcements and monitor ___ social media for updates.

GENERAL EMERGENCY
There is an emergency situation in progress, follow Police instructions and quickly, but calmly make your way towards the red EMERGENCY EXITS exits.

TEMPORARY SHOW STOP
This is a safety announcement. It has become necessary to temporarily stop the show, please stand by for further announcements. We apologize for this delay and hope to restart shortly.

SOCIAL MEDIA POSTS
Depending on the event's circumstances, an event may consider re-posting public safety or local authority's social media posts.

SEVERE THUNDERSTORM WARNING USED BY EVENT and CITY AUTHORITIES
A severe thunderstorm warning is in effect for the ___ area until_____.
#eventhashtag #campaignhastagforweather

Spanish: Hay una advertencia de tormenta eléctrica severa para el área de___ hasta las_____. #eventhashtag #campaignhastagforweather

OPENING DELAY
Due to a power outage, today's 5PM show will be delayed 2 hours, starting at 7PM. Gates will open at 5PM. Watch ___ social media for updates.

TEXT ALERT
When using text or SMS messages, remember character limitations.

WEATHER UPDATE TO STAFF
Wind gusts of 30-35 mph are possible throughout the night. Secure loose items, watch for flying debris, and maintain personal safety.

APPENDIX C:Example Communications Planning Table

Planning for messages does not have to be difficult, but having a pre-identified plan can save valuable time and keep communication efficient and effective.

WHY (Reason for message)	**WHAT** (Content of message)	**WHO** (intended audience)	**HOW** (method of delivery)	**FREQUENCY** (when/how often message is delivered)	**OWNER** (who is responsible for message delivery)
Routine Safety Announcement	Exits are located ...	Event attendees	PA announcement	At the top of each hour, starting at doors open.	Communications Chris in Event Control