

# Fairgrounds Emergency Exercise Scenarios

March 2020



## **Acknowledgement**

The Michigan Department of Agriculture and Rural Development (MDARD) thanks the Michigan Association of Fairs and Exhibitions (MAFE) for providing invaluable expertise, experience, and content to this document.

In January 2020, MAFE hosted MDARD's Emergency Management staff at a session focusing on emergency planning and best practices in emergency response at fairs and exhibition. The content of this guide has been improved from previous versions because of the robust and thoughtful discussion during the session.

MDARD would like to recognize MAFE for their commitment to planning and hosting safe and resilient events, while honoring the enduring agricultural traditions of Michigan and its communities.

## **This Guide**

This packet is designed to be used by fair boards and their staff and volunteers to help facilitate discussion about a wide range of incidents, as well as local communities that host fairs and festivals. Whether taking ten minutes at a meeting to bring up a topic and quickly discussing it or working with local emergency management and first responders on a tabletop preparedness discussion or a full-scale emergency exercise, these scenarios are designed to be flexible, adaptable, and discussion starters.

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### **Animal Disease at the Fair**

Your county fair is proceeding cautiously due to an outbreak of equine herpes virus in Michigan. Your fair veterinarian thoroughly checked all horses prior to their entry to ensure no sick horses were allowed into the fairgrounds. On the afternoon of the second day of the fair, however, one horse quits eating, acts droopy, and has nasal discharge. The horse owner's veterinarian finds the horse has enlarged lymph nodes and a mild fever. The veterinarian talks with the youth horse superintendent, who is also the leader of this 4-H Club, and then comes to see you, the fairgrounds manager. The veterinarian informs you that the Michigan Department of Agriculture and Rural Development needs to be called to report possible equine herpes virus.

The fair veterinarian arrives at your office after judging the dairy goat classes and learns of the ill horse. Both veterinarians state that the fair should be placed under a voluntary quarantine with no horses or other livestock leaving until the state authorities arrive and determine the next appropriate actions. Unfortunately, rumors are spreading quickly. Some exhibitors have already loaded up and left and others are attempting to do so.

### **Questions**

1. What do you do next?
2. What are the limits to the county's ability to quarantine the fair livestock?
3. What authority does the fair manager (or fair board) have to place a quarantine?
4. What steps could be put into place to prevent this in the future?
5. How do you explain this to the public?

## **Pigs in a Poke**

### **Part 1**

It's morning, two days before the end of the Fair, and the livestock barn superintendent finds you to tell you that some of the hogs don't look very well. You see for yourself, and they do appear to be listless. You call the on-call veterinarian, who arrives shortly and examines them. The veterinarian determines they have a low-grade fever and explains that treating the hogs will result in drug residue issues, meaning that they won't be able to go to market until their systems have cleared the medicine.

### **Questions**

1. What do you do?
2. Can you contact all of the owners of the animals in short order?
3. Do you need their permission to treat their animals?
4. What if an owner's private practicing veterinarian arrives and disagrees with the Fair's contract veterinarian?

### **Part 2**

After getting the owners' permission, the veterinarian treated the hogs with an antibiotic, and by late afternoon, some of them appear to be better. However, the hogs on either side of the treated hogs are now not looking good. By 6:30 pm, the livestock superintendent has you back in the hog barn. The treated hogs appear fine, but some of the others now have explosive diarrhea. The veterinarian has been called again and is on the way.

### **Questions**

1. What do you do?
2. Do you close the barn?
3. What do you tell and do for the visitors who have been squirted by the hogs?
4. What do you tell fair volunteers and the owners (including the youth exhibitors) to protect their health?
5. If someone wants to take their hogs home, what do you do?

### **Part 3**

By late evening, the veterinarian has treated the other hogs in the building and has used the Michigan Department of Agriculture and Rural Development's after-hours line to contact the State Veterinarian's office.

The next day (the last day of the Fair), an MDARD veterinarian arrives and takes samples to send to the laboratory. She discusses bio-security and issues a quarantine on all the hogs in the barn while the samples are being tested and while the drugs are still in the animals' systems.

#### **Questions**

1. What actions should you take?
2. What would you tell fairgoers who've heard the hogs may have a disease, and want to know if there is something they should do, since they and their children visited the hog barn?

### **Part 4**

The hogs are not allowed to leave the Fairgrounds without approval of the State Veterinarian. The Fair has ended, but the hog barn is still partly full. Almost two weeks after the samples were taken, they come back as a strain of Salmonella. The hogs in the barn have all recovered, and the drug residues should no longer be present, meaning they can finally go to slaughter.

#### **Questions**

1. After the Fair ends, who takes care of the hogs? Who has access to get onto the grounds and into the building?
2. Who pays to cover the costs of feeding, watering, manure removal, and follow-up veterinarian visits?
3. After receiving the diagnosis, how do you find out whether there is a human health issue?
4. Do you need to take special precautions for cleaning and disinfecting the facility? How do you find out?

## **Tornado Causes Animal Problems**

Late this afternoon in August, two F3 tornados  $\frac{1}{4}$  to  $\frac{3}{4}$  mile wide have devastated a rural area including two small towns. Radar tracking reported the tornadoes moved approximately twelve miles along the ground. First reports from the scene indicate the destruction or severe damage of many homes and there may be injuries or fatalities. The agricultural area includes three swine farrowing (birthing) operations that each have a total of 600 sows (female swine) in wood frame buildings that were damaged extensively. Reports of sows trapped in the debris, injured, or dead, as well as widely dispersed loose sows wandering around the roads and fields are coming into the sheriff's department.

This is also the week of the largest 4-H youth horse show in the state, and more than 300 horses are exhibited and housed on the fairgrounds. Some exhibitors refused to leave their horses when people were directed to take cover, and others attempted to leave with their horses. The fairgrounds also suffered extensive damage to most buildings.

## **Questions**

1. What are the priorities in this emergency?
2. Who's in charge at the fairgrounds? How do they communicate with other first responders? How do you prioritize what's needed at the fairgrounds when there are many other needs throughout the area?
3. What types of services related to animals need to be mobilized?
4. What skills do your responders need to address animal issues?
5. What type of special equipment might be needed?
5. What resources will be needed from within and outside the communities affected?

## **Motor Home Rally**

### **Part 1**

The Fairgrounds is hosting a stop of a nationally touring group of motor home enthusiasts. Over 250 motor homes are on the Fairgrounds for several days. Most of the expected 475 people are senior citizens.

Everything is going well and the visitors are enjoying the grounds and the community. However, on the second night of their visit, the National Weather Service issues a severe thunderstorm watch.

### **Questions**

1. How do you make sure all of the visitors know about this?
2. Where can they take shelter? How will they know where to go?

### **Part 2**

The storm comes through around 1 a.m., with lightning, severe winds, heavy rain, and some hail. After it is over, you decide to check on the rally. When you get there, you find that some of the trailers were blown over, and some of the visitors tell you that they know some people did not seek shelter and stayed in their trailers. The power is out.

### **Questions**

1. What do you do now?
2. Who do you call?
3. What can you do for the visitors?

## **Local Tornado Watch**

Choose a date when there is activity at the fairgrounds.

The area has been under a tornado watch since 1:15 p.m. Since that time a large storm system moving through this portion of the state has begun moving in a direction that is taking it over portions of the county.

National Weather Service (NWS) and weather spotters have reported a tornado approaching the town. At approximately 1:35 p.m., police patrol reports that the tornado has struck a portion of the fairgrounds leaving a path of destruction 440 yards wide and a mile long.

Initial on-scene reports have determined that they hear the sound of something escaping under pressure, possibly natural gas lines were ruptured during the storm, no clear indication of their location has been received.

News media is at the scene and want to speak to someone on camera about the impact to the fair. The local hospital is requesting an estimate on the amount and severity of patients, which they may expect to be transported to their emergency rooms.

## **Questions**

1. What information do you have about the situation?
2. What information do you need?
3. Where do you obtain that information?
4. What actions do you take?
5. How are things different if this occurs when no one is on site?
6. Who will talk on camera? What will they say?

### **Tornado Hits the Fairgrounds**

Heavy rains are falling as a fast-moving thunderstorm system pushes through the county. A tornado watch is in effect for a five-county region. At 2:15 p.m. a tornado touches down at the fairgrounds destroying one barn and two buildings. In addition, fires have broken out, power and telephone lines are down and debris are scattered throughout the area. Heavy rain continues to fall and additional thunderstorms are expected throughout the afternoon and evening.

### **Questions**

1. What information do you have about the situation?
2. What information do you need?
3. Where do you obtain that information?
4. What actions do you take?

## **Flood**

It has been raining heavily for several days. Six inches of rain have caused small stream flooding, with moderate damage to local roads, parks, and structures in low-lying areas.

The river is running three feet above normal and is rising.

The forecast calls for continued showers and thunderstorms for the next three days. If such heavy rainfall occurs, severe flooding should be expected for the county fair grounds.

At this time, there is no flooding on the grounds, but as the fair is set to open on the weekend, you have people on the grounds starting to set up.

## **Questions**

1. What information do you have about the situation?
2. What information do you need?
3. Where do you obtain that information?
4. Who do you notify about the situation?
5. What actions do you take?

## **Blizzard Emergency**

The annual winter festival is taking place and the morning of the third day starts out cloudy with a temperature reading of 28 degrees Fahrenheit. By noon, snow begins to fall and winds begin to increase. By 3:00 p.m., five inches of snow have fallen and forecasters are calling for snow to continue throughout the afternoon and evening.

As offices close down early, traffic becomes a problem as people are getting stuck. By 6:00 p.m., snowfall has reached 12 inches and many vehicles are getting stuck in drifting snow.

By 10:00 p.m., accumulations have reached 18 inches and temperatures have fallen to 21 degrees Fahrenheit. Hundreds of vehicles are abandoned in high drifts and people are forced to walk to shelters or remain in their vehicles.

The interstate highway that runs through town is also full of stranded motorists who are unfamiliar with the area. People who leave their vehicles run the risk of becoming disoriented and lost, while those who remain in their vehicles run the risk of freezing or being poisoned by carbon monoxide from their vehicles' exhausts.

The overnight forecast calls for temperatures to dip into the teens with continued blowing snow.

## **Questions**

1. How do you protect your workers?
2. How do you protect those visiting the grounds?
3. What about the animals?
4. Who do you notify that you have people at the fairgrounds?
5. Would the fairgrounds be a place to tow the abandoned cars to and a possible shelter?

### **Pesky Kids**

Friday night during the Fair, at approximately 7:30 p.m., four 12-year-old boys enter the goat & sheep barn. No one pays much attention to them whispering and giggling at the door. Then they start running through the barn, waving their arms wildly and shouting while they open the gates on the pens. Within seconds, the boys have fled the building – and so have some of the goats. The goats are a wide range of ages, breeds, and temperaments.

### **Questions**

1. What do you do first?
2. Who knows how many goats and sheep should be in the building?
3. How do you find the black pygmy goat as it is getting dark?
4. What if either the boys or the goats knocked down a fairgoer?
5. How would you go about finding the boys?

## **Terrorist Threat**

The 35<sup>th</sup> Annual Winter Agriculture Carnival is taking place at the County Fairgrounds. This is a multi-day festival that includes various livestock, crafters, food vendors and performers. Exhibitors come from all over the region. The carnival has recently acquired a corporate agri-business sponsor. This corporation has seen some trouble over its promotion of products, and some of the products have been targets of protests and litigation. There have been some threats made on social media specific to the Carnival because of the sponsorship. At 9:15 a.m. the power supply to the entire Fairgrounds appears to be cut and it will take some time before it can be restored.

## **Questions**

1. What actions do you take first?
2. Who do you call? Do you have their phone numbers?
3. Who speaks to the media?
4. What can and should be said?
5. How do you coordinate with law enforcement on what can be said to the public?

## **Agroterrorism**

### **Part 1**

It's noon of the first day of the Fair. The weather is beautiful and attendance is picking up. You get a call to report to the cattle barn, and when you get there you find one of the livestock superintendents quite upset. He hands you a typewritten letter that he just found in the barn, which reads:

*Animal captivity is wrong, wrong, wrong!!! It's better for these animals to die (and they will!!!) to show the injustice of this system! They're martyrs for the cause!!!*

### **Questions**

1. What actions do you take first?
2. Who do you call? Do you have their phone numbers?

### **Part 2**

Within an hour, someone tells you that a local television station has called, based on an anonymous tip, that someone has brought a foreign animal disease and spread it at the Fair.

### **Questions**

1. What additional actions do you take?
2. Who speaks to the media?
3. What can and should be said?
4. How do you coordinate with law enforcement on what can be said to the public?

## **Monkey Pox**

There are reports from Wisconsin about an outbreak of monkey pox. The start of the fair is less than two weeks away. Your fair is known for its small animal exhibits.

### **Questions**

1. What information do you have about the situation?
2. What information do you need?
3. Where do you obtain that information?
4. Who do you notify about the situation?
5. What actions do you take?

### **Avian Influenza Outbreak**

A few days ago, several dead Canadian geese and wild ducks were discovered in your county. Tests indicated the H5N1 avian influenza (AI) virus was the cause. This strain has been traveling from Asia across Europe and Africa over the past several months.

The county health officials have noted an increase in persons with flu-like illnesses reporting to local emergency rooms. The Michigan Department of Health and Human Services and the Centers for Disease Control are very interested in investigating the possibility that the H5N1 avian influenza strain has mutated and become transmissible from person to person.

The fair is two days away.

### **Questions**

1. What precautions do you take?
2. Who do you notify that there is a potential problem? If anyone?
3. Do you cancel the fair or any part of it? How do you go about doing that?
4. What other issues may arise with AI – lack of workers, animal problems?

### **Ammonia Leak from Fixed Facility**

During the week of the fair, a delivery truck is backing up to one of the buildings and hits a pipe that causes an ammonia leak. As the driver steps out of the truck to assess the damage, he is overcome by the fumes and falls to the ground.

#### **Questions**

1. What actions do you take first?
2. Who do you call? Do you have their phone numbers?
3. Do you evacuate the entire fairgrounds? How do you go about doing that?
4. How do you protect the animals?
5. When do you allow people back onto the grounds?

### **Frantic Grandparents**

Thursday afternoon during the Fair, a pair of fairgoers arrives at the Fair office, panicked and frantic. They say that they had been at the Fair for about an hour with their grandchildren, ages 6 and 7. They were buying elephant ears and in the instant their attention was diverted, the children disappeared. They yelled their names and looked all around the immediate area, but couldn't find the children, and they say that no one else had noticed them. The grandparents are very upset, and one of them is trembling and breathing very rapidly.

### **Questions**

1. What do you do first?
2. How would you go about finding the children?
3. Can you get word to all the gates/entrances to make sure the children don't leave the Fairgrounds? How long would that take?
4. What other issues might need to be addressed?

## **Angry Dad**

### **Part 1**

Saturday morning during the Fair, a fairgoer and his 5-year-old daughter are in the petting zoo area. While he talks on his cell phone, the girl is petting a goat. He pays no attention while his daughter starts letting the goat lick her hand, and she's trying to put her finger up the goat's nostril. The high-school volunteer sees this and is trying to get the man's attention, when there is suddenly a high-pitched scream. The girl is screaming and there is blood on her hand. Her father has just kicked the goat and picks up his daughter. His face is red, and he starts threatening and yelling at the volunteer, who fears for her own safety.

### **Questions**

1. How would someone from Fair management find out about this?
2. What should the volunteer do? Has she been trained?

### **Part 2**

The father has tracked down someone from Fair management. He's holding his still-sobbing daughter, and there is some blood visible on both her and his clothing. He is angry and is yelling and swearing loudly while making threats about taking legal action against the Fair. He's also making somewhat veiled threats against Fair staff and begins to record the interaction with his phone.

### **Questions**

1. How do you deal with this situation without making it worse?
2. Who do you contact to get medical attention?
3. After this is resolved, what do you tell the volunteer, who wants to quit?
4. What will you do with that goat?
5. What other issues might need to be addressed?

### **Staging Area for Local Train Accident**

On the Monday morning two weeks before the Fair, a train derails resulting in a number of rail cars leaking toxic chemicals. The fairgrounds are upwind of the plume, which threatens a significant part of town. HazMat teams are on the way and it appears this accident will take several days to clean up.

The County Emergency Management Coordinator calls asking if the Fairgrounds could be used as a staging area, either as a rendezvous point for separated families to meet and as an area where emergency response/HazMat teams from out of town can meet, since everyone knows where the Fairgrounds are.

The Coordinator also asks if you have facilities to house pets for people who may be staying in shelters for a few days.

### **Questions**

1. Can you accommodate any of these requests?
2. What actions do you take first?
3. What would your response be if this happened in February?

### **Staging Area for Airplane Incident**

A large aircraft takes off from a nearby airport during a thunderstorm. As it is climbing, it encounters a wind shear condition and soon after it slams into a field one mile from the fairground. Upon impact, the plane is torn apart and leaking jet fuel ignites. There are numerous injuries and fatalities among passengers and people on the ground.

Fire/rescue units respond to the scene. They encounter a situation that will require their full resources and capabilities. Additional fire/rescue and police units are requested, as well as the fire mobile command post. On-lookers and media personnel have also arrived.

### **Questions**

1. Can the county use the fairgrounds as a staging area?

### **Foodborne Illness from the Fair**

You receive a call from the local health department stating that they have received multiple reports from people around the county complaining of serious gastrointestinal illness after eating food while visiting the fair. Six of these people have been hospitalized in the last 24 hours.

#### **Questions**

1. What information do you have about the situation?
2. What information do you need?
3. Where do you obtain that information?
4. Who do you notify about the situation?
5. What actions do you take?

## **Brown Water**

The 4-H cattle event is scheduled for 3 p.m. this afternoon, and all the kids are getting their animals ready for the show. Yesterday, a total of three inches of rain fell in the area and some areas have standing water. The animal wash area is soggy, and a volunteer asks whether the ends of the hoses are okay being in the water.

One of the volunteers from the nearby cattle barn mentions that the water in the toilets of the restroom in the barn has discolored water. So far, you have received no calls of ill people.

One of the food vendors reports the water from the hose serving his sno-cone machine developed a brownish tinge and he's complaining about his costs to find bottled water.

## **Questions**

1. What information do you have about the situation?
2. What information do you need?
3. Where do you obtain that information?
4. Who do you notify about the situation?
5. What actions do you take?

### **Raw Sewage by the Food Vendors**

It is a Friday morning and you get a call over the radio that the sewage pumper truck has tipped over on its side right next to the food concession area. Its wheel got stuck in soft spot caused by heavy rains the night before. Raw sewage is spilling out of a hole in the tank caused when it fell over onto a refrigerated truck making deliveries. The fair is due to open for the day in 20 minutes and the concessionaires are threatening to leave.

### **Questions**

1. What information do you have about the situation?
2. What information do you need?
3. Where do you obtain that information?
4. Who do you notify about the situation?
5. What actions do you take?

### **Sick Kids After the Fair**

An angry parent calls you two days before the end of the fair and claims that his two kids have been hospitalized with severe diarrhea from food they consumed at the fair four days ago. He has no idea which vendor it came from, but he says he's going to sue you, the fair board, the food concession company and 'anybody else involved'.

### **Questions**

1. What information do you have about the situation?
2. What information do you need?
3. Where do you obtain that information?
4. Who do you notify about the situation?
5. What actions do you take?

## **Pesticide Poisoning**

### **Part One**

Two summer day care camps have come to spend the day at the fair. Many of the children become extremely sick. While most ill children reported symptoms limited to nausea and dizziness, some need to get medical attention with symptoms of severe chemical poisoning.

It is determined that a couple of fair buildings were treated that morning for cockroaches. The firm that did the treatments failed to provide the fair with records of what pesticides were used.

### **Questions**

1. What information do you have about the situation?
2. What information do you need?
3. Where do you obtain that information?

### **Part Two**

By late afternoon, an MDARD Pesticide Inspector is there investigating and taking samples. When the results come back, environmental samples show traces of Methyl Parathion. When MDARD inspectors went to the pest control firm's place of recorded business, they found an unoccupied building that the City had condemned six months earlier as being unfit for human occupancy. Attempts to reach this pest control firm by telephone calls yielded only a recorded message.

The entire community is upset, wanting to know what long-term health effects the exposed children will experience, and what government officials are going to do to bring the pest control company to justice. Lawyers already advertised that a class-action lawsuit has begun against the fair, local and state government agencies.

### **Questions**

1. Who do you notify about the situation?
2. What actions do you take?

## **Power Outage**

On Thursday night of Fair Week, a series of severe thunderstorms passes through the county, resulting in large numbers of downed trees and a wide area without power. The fairgrounds received minimal damage but are without electricity. The utility companies are working diligently to restore power but have told you to not expect electricity to be restored until Saturday morning.

## **Questions**

1. What actions do you take first?
2. Do you have generators/auxiliary power?
3. If so, who is trained on the safety issues associated with connecting it?
4. If so, what is the capacity? Which areas are priority areas?
5. What does this mean for water and sewage?
6. What does this mean for food safety?

### **Grandstand Collapse**

On Wednesday night of Fair Week, the big-name act is a few songs into their set when a portion of the grandstand bleachers collapse. Fairgoers experience a range of injuries, from scrapes and cuts to broken bones. There were exhibitors set up below the grandstand that are now trapped. There are a couple of paramedics and EMTs onsite, but they are completely overwhelmed by the amount of injuries. The big-name act told the crowd to help, and uninjured fairgoers are trying to aid injured people, but it seems to be making the situation even more chaotic.

1. What actions do you take first?
2. What steps do you take to clear the area for responders?
3. How do you direct ambulance traffic onto the fairgrounds?
4. What are the long-term consequences of this event to your organization?

## **Active Shooter**

### On the Fairgrounds

It's the busiest night of the fair and attendance has peaked for the demolition derby, which has just begun. After a few rounds have been completed, the crowd hears a few pops coming from the main grandstand. This is followed by screaming and frantic running from the fairgoers in that area, and soon it is apparent that there is an active shooter in the main grandstand.

1. What actions do you take first?
2. How many law enforcement personnel are onsite or nearby during a normal night to respond to this type of incident?
3. What steps do you take to clear the area for responders?
4. How do you direct ambulance traffic onto the fairgrounds?
5. If this incident were to occur at another fair, how would you change your policies and procedures to prevent this from occurring at your event?

## **Active Shooter**

### Adjacent to the Fairgrounds

It's the night of the 4H Youth Livestock Auction. It takes place in a barn near the westernmost side of the fairgrounds and directly on the other side of the fence is a busy city street. In the middle of the auction, as kids are lining up with their steers on the outside of the barn next to the fence, shots are fired in the vicinity of the city street.

1. What actions do the 4H Youth Livestock Auction event organizers and volunteers take first?
2. How do you ensure the immediate safety of the youth auctioning their livestock, workers, volunteers, eventgoers, and animals?
3. What actions do you take to secure the fairgrounds until you know the incident has stabilized?
4. What are your shelter-in-place procedures?
5. How do you handle inaccurate news reporting indicating the shooting may have occurred on the fairgrounds?
6. How does this incident impact the long-term reputation of your organization and event?

### **The Miracle of Life**

It is a beautiful Saturday afternoon at the fair and there are big crowds throughout the grounds. A volunteer runs up to you and tells you that a fair visitor in the horse barn cried out that she's going into labor and is lying on the floor. He tells you there's a nurse and a veterinarian there with the woman and they said to get an ambulance as soon as possible.

1. Who do you call?
2. Is there an ambulance on site? If not, how will they know which entrance to use?
3. How do you clear a route for the ambulance to and from the barn?
4. How do you protect the woman's privacy?
5. If the baby is born there, are there requirements for the fair?

## **Viral Videos**

### Intentional Food Contamination

One of your office assistants shows you a video she says has gone viral. It appears to have been taken at your fair. The video shows a vendor spitting in a frozen lemonade and making a joke about having a contagious disease. The comments on the video range from disgust with the vendor to disgust with your fair for not having adequate regulations in place for food vendors.

1. What immediate actions do you take?
2. Who do you contact?
3. Do you make a statement to the public? How do you handle negative attention directed towards your organization? Who is your spokesperson?
4. Does this incident change your organization's plans and policies?

## **Viral Videos**

### Animal Abuse

A fairgoer posts a video of another fairgoer clearly agitating an animal, and possibly hurting it, in an exhibition barn. The video shows the animal's owner, or someone who looks like they could be the owner, sitting in the background looking at his phone and not seeing the abuse that is apparently occurring.

The video quickly goes viral and is shared by several animal welfare groups who pinpoint the location of the fair. Soon your organization's phone lines and social media channels are flooded with comments and threats from people saying you're not doing enough to protect the animals, and that there shouldn't be animal exhibitions in the first place. Some of the comments are coming from out of state, but some commenters are calling for picketing on the fairgrounds.

1. What immediate actions do you take? How do you investigate the situation?
2. Do you issue a statement or other media outreach? If so, who is your spokesperson?
3. Does this incident change your organizations plans and policies?

### **Accusations of Horse Poisoning**

An individual has approached a fair board member and makes allegations that a competitor has poisoned their horse just prior to show day. They say their horse is acting listless and is having difficulty swallowing. They say the competitor has always been rude and threatening towards them and has been acting suspicious all week. They're demanding you take steps to test the horse and the feed and immediately eject the competitor from the fair and show.

1. What are your immediate actions?
2. Do you tell anyone? If so, who do you contact?
3. Do you have any other suspicions about this situation?
4. Do you secure the area around the horse or the horse's feed, in case someone needs to take a sample of the feed?

### **Infrastructure Failure, Health Emergencies, and Poultry Deaths**

The week of your fair happens to coincide with the hottest month on record in your city. Hundreds of campers and RVs are on your grounds, just like every other year, but this year they are straining the electrical capacity at your facility because everyone is blasting their air conditioning units. You've communicated to the campers to collectively turn down their units, but the message doesn't seem to be helping.

A major electrical power interruption happens on the evening of your largest event, the demolition derby. The event crew seems to be handling the situation satisfactorily, but there is confusion among eventgoers as to whether they should stay or leave. Several campers are flocking to the fair office, demanding to know when the power will be turned back on, and some are trying to leave the campground, causing a commotion at exits. One family is frantic, as they have a family member staying in the camper with a medical device that wasn't charged before the outage and needs medical attention right away.

The manager of your poultry barn notifies you the generator didn't kick on, and several birds have died as a result of the heat.

1. What are your immediate actions following the outage? Who do you contact?
2. What do you do to assist the camper who needs medical attention?
3. How do you communicate your decisions to fairgoers and campers?
4. How do you handle the commotion at the campground exit?
5. How do you manage the poultry deaths that have occurred? What are the consequences of this and what steps do you take to ensure the health and welfare of the remaining birds?
6. To be resilient in the future, are there any steps you can take to prevent future power surges and outages?

## **De-escalation**

One of your volunteers contacts the fair office by radio requesting help on the carnival midway. There are two individuals involved in an argument that seems to be escalating. They each have a group of four companions with them and other fairgoers are starting to gawk at the situation. The volunteer says she has tried to diffuse the situation, but it keeps getting worse. You arrive at the scene and attempt to help de-escalate the situation. The crowd gathering is impeding traffic on the midway, and multiple people have their phones out, filming the arguing people.

1. What strategies do you use to ease the situation?
2. How do you decide when to call for law enforcement assistance?
3. How do you deal with diffusing the situation and making sure people can still walk through the midway?

## **Loose Animals**

The Sheriff's Office contacts you – there are several steers roaming through a subdivision adjacent to the fairgrounds. It isn't clear where they came from or who owns them. They are asking you to gather them, and to gather them quickly, because residents are unsure of their safety around large animals. They're hoping that you have or know people with animal handling expertise and equipment.

1. If they were at the fair, can you quickly identify the loose steers and their owners?
2. Would you be able to assist? Who do you send to gather the steers?
3. How do you work with area law enforcement to quickly gather the steers?
4. How will you know when you have gathered all of the loose animals?
5. What if the call came when the fair wasn't going?

### **Overdose Incident**

It is getting dark on Friday night during the fair, and the evening crowds are enjoying the midway. As volunteers are starting to close up an exhibition building, they check the bathrooms and find an unresponsive person in a stall, with a needle hanging from the arm.

1. Who do you call?
2. Who goes to the scene? What should the first responders do, or not do?
3. How do you get an ambulance in and back out?
4. How do you talk about this with the volunteer(s)?

## **Fire**

Things are going well at the fair. Attendance is up, the campgrounds are full, and the weather is beautiful. Early in the afternoon though, the walkie-talkies burst into activity – there's a fire in a motorhome in the camping area. Other campers and volunteers are trying to get some water hoses going, while others are heading to see what's going on. The campers and motorhomes are pretty close together, and there's significant risk of spread. At this point, you don't know if anyone is inside the burning motorhome.

1. What do you do?
2. Who is in charge?
3. How do you clear the way for a fire truck and other first responders?
4. How will they know which entrance to come to?
5. What other things should happen?
6. The local television station heard about this from social media and will be on scene shortly. Who talks to them?

## **Ride Accident**

It is a normal day at the fair with no shortage of things to do and follow up on. You get the call that something has happened at one of the rides for small children. A portion of the ride broke, causing most of the cars to leave the track and fall to the ground. Many of the children on the ride were hurt, and there are injured children within the gated area for the ride. Many parents have gotten in; some are screaming for help, some are holding their children, and one woman is assaulting the ride operator. A large crowd is gathering, and some volunteers are identifying themselves as emergency medical technicians, nurses, doctors, and other medical professionals.

1. Who do you call?
2. How do you manage the crowd of onlookers?
3. How do you stop the fight?
4. How do you handle this many injuries?
5. How many first responders are available on the grounds?
6. Who will talk on camera? What will they say?