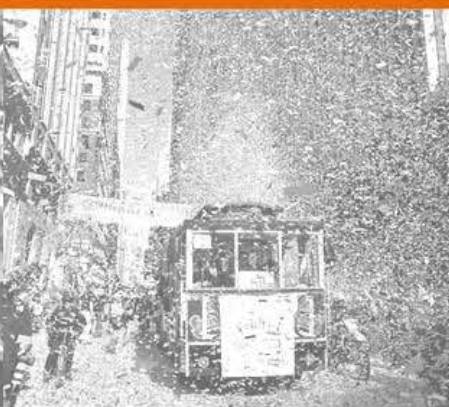




City and County of San Francisco World Series 2010 After Action Report

Published March 2011





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EXECUTIVE SUMMARY

On October 23, 2010, the San Francisco Giants baseball team won the National League Championship Series against the Philadelphia Phillies, which entered them into the Major League Baseball 2010 World Series. Games 1 and 2 of the 2010 World Series occurred at AT&T Park in San Francisco on Wednesday, October 27 and Thursday, October 28. The Giants went on to win the 2010 World Series on November 1, and a Civic Celebration was held on November 3 to commemorate the victory.

There are estimates that over 1 million people attended the ticker-tape parade and Civic Celebration which began on Montgomery Street at Washington Street, continued southbound on Montgomery Street to Market Street and then went westbound on Market Street to Civic Center Plaza. BART officials reported transporting an extra 72,000 riders into downtown San Francisco. Caltrain said the rail system served an additional 19,000 fans.

In order to better coordinate the events associated with the two home games on October 27th and 28th and the Civic Celebration on November 3rd, the citywide Emergency Operations Center (EOC) was activated on each day. Select departments also activated their Department Operations Centers (DOC) to support the World Series 2010 events.

The purpose of this After Action Report (AAR) is to analyze the City and County of San Francisco's (CCSF) response efforts, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

This report was developed using a capabilities and performance-based approach, organized by the U.S. Department of Homeland Security's Target Capabilities List (TCL). The TCL supports the National Preparedness Goal by defining the capabilities needed to achieve national preparedness for major all-hazards events. In addition, the TCL defines and provides the basis for assessing preparedness. The World Series 2010 primarily tested the following capabilities:

- Communications
- Intelligence and Information Sharing and Dissemination
- On-Site Incident Management
- EOC Management
- Emergency Public Information and Warning
- Emergency Triage and Pre-Hospital Treatment

This report will provide a synopsis of the event and will examine the City's response, highlighting strengths and areas for improvement. The major strengths identified during the response are as follows:

- The Department of Emergency Management, Division of Emergency Communications allocated a sufficient amount of staff and communications channels to handle the Civic Celebration.
- The City conducted multi-departmental pre-planning for both World Series games and the Civic Celebration.
- Medical Units and Engine Companies were responsive and efficient in assisting in handling medical and fire calls for service during the Civic Celebration.



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- The provision of medical-related services at Games 1 & 2 and the Civic Celebration went well considering the magnitude of the crowds and the short amount of advance time for planning.

Throughout the response, several opportunities for improvement in the City's ability to respond to the event were identified. The primary areas for improvement are as follows:

- The agreed-upon Operational Communication plan was changed by field personnel without discussion or communications to dispatch or other field responders during the Civic Celebration.
- Field medical functions during Games 1 & 2 and the Civic Celebration would have benefitted from the support of a DOC or other entity focused on supporting the on-site provision of medical services.
- There was insufficient pre-planning coordination between EOC planning representatives and the Mayor's Office event planning team for the Civic Celebration.
- North/South and East/West access lanes were not maintained during the Civic Celebration, which led to numerous challenges related to staging personnel and resources, providing medical services, and the accessibility needs of people with disabilities.

The City's overall response to World Series Games 1 and 2 and the Civic Celebration and Parade was proactive and effective. The actions taken were appropriate and demonstrated that CCSF has the capability to coordinate citywide issues and work well together. The high level of commitment and inter-agency cooperation exhibited by involved departments is a result of the increased level of joint training, participation in planning meetings, and exercises conducted in recent years. As with any response, capabilities were tested and areas for improvement were identified. Lessons learned will be addressed through the identification and implementation of corrective actions.



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EVENT OVERVIEW

EVENT DETAILS

Event Name

World Series 2010

Date and Time

Game 1: October 27, 2010: 1300 hrs – 2300 hrs

Game 2: October 28, 2010: 1300 hrs – 2300 hrs

Civic Celebration: November 3, 2010: 0800 hrs – 1800 hrs

CCSF Response Duration

Game 1: 10 hours

Game 2: 10 hours

Civic Celebration: 10 hours

Location

Game 1: AT&T Park

Game 2: AT&T Park

Game 3: Civic Center and Parade Route leading from Embarcadero to Civic Center

Mission Areas

Response and Recovery

Capabilities

- Communications
- Intelligence and Information Sharing and Dissemination
- On-Site Incident Management
- EOC Management
- Emergency Public Information and Warning

CCSF RESPONSE ORGANIZATIONS

Departments and Agencies

Local

- American Red Cross Bay Area (ARCBA)
- Department of Emergency Management (DEM)
 - Division of Emergency Communications (DEC)



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- Division of Emergency Services (DES)
 - Emergency Medical Services Agency (EMSA)
 - Department of Public Health (DPH)
 - Department of Public Works (DPW)
 - General Services Agency (GSA)
 - Human Services Agency (HSA)
 - Municipal Transportation Agency (MTA)
 - Northern California Regional Intelligence Center (NCRIC)
 - Port of San Francisco (Port)
 - Recreation and Parks Department (RPD)
 - San Francisco Fire Department (SFFD)
 - San Francisco Police Department (SFPD)
 - San Francisco Sheriff's Department (SFSD)
 - Sonoma County Sheriff's Department

Hospitals

- California Pacific Medical Center – Davies Campus
- California Pacific Medical Center - Pacific Campus
- California Pacific Medical Center - St. Luke's Campus
- Chinese Hospital
- Kaiser Permanente, San Francisco Medical Center
- San Francisco General Hospital (SFGH)
- San Francisco Veterans Affairs (VA) Medical Center
- St. Francis Memorial Hospital
- St. Mary's Medical Center
- University of California, San Francisco (UCSF) Medical Center

State

- California Emergency Management Agency (CalEMA)
- California Emergency Medical Services Authority (EMSA)
- California Highway Patrol (CHP)

Federal

- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- Federal Bureau of Investigation (FBI)
- United States Department of Justice (DOJ)



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- United States Coast Guard (USCG)

Private

- American Medical Response (AMR)
- Bayshore Ambulance
- Building Owners and Managers Association (BOMA)
- Catholic Healthcare West (CHW)
- City College of San Francisco
- Delancy Street Foundation
- King American Ambulance Company
- Pro Transport-1
- St Joseph's Ambulance

For the full version of this After Action Report,
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