



To:

Roy Cutrer, Tisbury Select Board Chair

John Cahill, Tisbury Select Board

Jay Grande, Town Administrator

From:

Adam Troy Epstein, Friends of the MV Concert Series

Gentlemen,

Beach Road Weekend's operators, the *Friends of the MV Concert Series* 501-c3 non-profit and *Innovation Arts & Entertainment* take the responsibility of presenting this special event very seriously. We strive to be reflective and solution oriented when presented with any concerns about its operation.

It goes without saying that, with experience comes knowledge and the possibility of improvement. Having the opportunity to learn by *doing*, and reflecting upon one's successes and missteps, allows for incremental advancement toward a more perfect endeavor.

With this in mind, I am pleased to send you details of our internal review of the 2022 Beach Road Weekend Music Festival. This review includes an assessment of the event in domains you requested, along with our recommendations for modifications of our own processes and procedures, in pursuit of improving the Beach Road Weekend music festival for Tisbury residents and festival guests.

#### NOISE MITIGATION

There is much confusion about sound quality inside the festival grounds, as well as the impact upon the neighborhoods around Veterans Memorial Park. For Beach Road Weekend 2023, the festival operators will implement a multi-dimensional strategy to address this confusion, definitively replacing it with certainty and process-oriented solutions. To that end, we will qualify and quantify all elements related to audio issues publicly, and we will transparently 1) objectively identify locations of advance concern and 2) identify and record issues that do occur in real time, and 3) resolve all issues and disturbances immediately.



## ADVANCE INITIATIVES TO REDUCE POTENTIAL PROBLEMS

- On the Tuesday or Wednesday before the festival opens, Festival audio engineers will perform a thorough, rigorous, and regimented test of our audio systems during a publicly promoted window of time to evaluate, measure, perfect the quality in the field, and eradicate any issues before they occur during the festival.
- During that sound check, audio staff will be stationed at locations of previously reported audio disturbances with decibel measurement devices.
- Based on the results of the sound check and test, audio settings will be established that focuses the sound in the park with as little bleed to the surrounding community as possible.
- audio engineers will be positioned in a booth at field level so that the sound will be mixed at the height of ordinary people within the field boundaries.
- Festival mainstage hours will be reduced to 12pm until 8:00pm each day. Local performers on a smaller stage with a modest audio system will perform after the end of mainstage performers until 9:30pm each evening.
- The locals stage will be repositioned so that it is on the perimeter of the Lagoon Pond Road side of the park, but facing into the field so as to direct any sound away from those residences.

### 1) IDENTIFICATION OF AUDIO IMPACT and DISTURBANCE PREVENTION

For 2023's Beach Road Weekend music festival, festival operators will create a dedicated team chartered to prevent any issues before they occur. For disturbances that do occur, we seek to objectively identify and immediately remedy them immediately by creating a reporting system to provide quality feedback and a response team

- Establish a formal sound check period, where festival staffers will be stationed in locations of previously reported disturbances. They will measure sound levels using professional grade decibel readers, and report findings to audio engineers in real time, allowing us to modify sound as necessary to eliminate audio impact in those locations before the festival begins.
  - This sound check period will be publicly promoted, so that the public understands that the short period of audio testing is designed to help us



optimize the sound system so that it can be contained within the park, and that the impact upon the vicinity is reduced to a negligible level.

- Festival producers will refer proximate residents to mobile device app-based decibel measurement devices to measure audio levels on their own and report disturbances directly to Town officials and our audio engineers with accompanying data.

## 2) MITIGATION OF AUDIO PROBLEMS DURING THE FESTIVAL

- OFF-GROUNDS AUDIO ASSESSMENT AND TROUBLESHOOTING
  - ROAMING PUBLIC SERVICE PROBLEM-SOLVERS
    - We will create and promote an email address and/or telephone hotline for the public to report exact locations of sound issues
    - Roaming Public Service Festival Ambassadors
      - Within 30 minutes of any report, 1-2 festival employees will arrive at the street location of the address reporting the audio disturbance, with professional grade decibel readers and video recording devices to document the concerns. The reporting individual or household will have the option of requesting Town official join festival staffers on visit to reported location.
      - Complainant will have the opportunity to request police presence at the investigation.
    - Any confirmed and documented reports of homes shaking, or other disturbance will result in an immediate call to a hotline at our sound board to reduce the audio impact at that location.
  - ON-GROUNDS AUDIO ASSESSMENT
    - audio engineers will be positioned in a booth at field level so that the sound will be mixed at the height of ordinary people within the field boundaries.
    - Decibel readings will be taken every hour and logged at locations on Causeway Road, Five Corners, and Lagoon Pond Road by Chicken Alley, and posted online.



## TRAFFIC MANAGEMENT AND PARKING

- **PARKING**
  - Beach Road Weekend has created partnerships with local non-profits to raise money by selling reserved parking for passenger vehicles. In 2022, over \$20,000 was raised for the MVRHS Minnesingers, with the festival operators donating 100% of the proceeds to them. We hope to significantly expand this fundraising mechanism by partnering with other charities and parking areas including the Tisbury School, and the Oak Bluffs and Edgartown Schools.
- **TRAFFIC**
  - Since its inception, festival operators have promoted public transportation on the VTA, and the use of our free shuttle bus system, as well as bicycle riding. All three options were heavily utilized by festival attendees and vehicular congestion was successfully mitigated.
  - The festival has continued to encourage the deployment of traffic officers to help manage traffic at Five Corners, enabling traffic to flow in a much more efficient way, directing vehicles when it is their turn to pass through. During Beach Road Weekend, we have observed a reduction in traffic backups, at Five Corners in particular, versus non-festival weekends because of our promotion of public transportation and our investment in enhancing it with complimentary shuttle buses throughout the island.
- The festival operators request a traffic study be conducted, employing vehicle counting technology in August of 2023 through Five Corners, and on Skiff Road, to measure actual comparative vehicular traffic for the weeks before, during, and after the festival, so as to examine the true traffic impact of the festival and comprehensively understand the needs for more or less traffic management. Affordable solutions are available that can count the number of vehicles traveling each road from Five Corners:  
<https://diamondtraffic.com/productlist/Portable-Counters>
- Festival operators request that the Town of Tisbury alert the Draw Bridge operator not to open the drawbridge between 8-9pm each night of the event, when the egress from the festival is most heavy





## PARK PREPARATION AND RESTORATION

It remains the goal of the festival operators to shorten the amount of time to prepare the park for the festival, and to reduce the amount of time it takes to restore it to full usage.

### IDENTIFICATION OF POINTS OF CONCERN

As with any job or task, with more experience, our knowledge and efficiency will improve.

- We will more accurately map and identify sprinkler heads and water supply lines to reduce the potential for tent spikes and the like from piercing supply pipes.
  - We will also work with the Town to purchase spare parts piping so it can be quickly repaired in case of an accident.
- We will work with the Town to identify pre-existing problems. In 2022, for example, there were broken sprinklers that stopped the field from being properly watered all summer. As a result, we had no way to water the newly slice seeded field post festival.
- We will work with the Town landscaping representative to determine exactly what the Town wants done to the field post-festival, and a budget and task list will be pre-negotiated prior to the festival happening.
  - In 2022,
    - we were unaware that the Veterans Park sprinklers were broken throughout the summer. Obviously the resulting drought caused the grass to nearly die, and then struggle to recover post-festival. Had we known, we could have attempted to create an alternative watering plan and execute it immediately post-festival.
    - We were not told about any specific treatments that the Town desired until after the festival was over. For example, days after it ended we were told we should have slice-seeded. We had actually slice-seeded of our own volition, and provided documentation thereof. But, more importantly, we want to improve on communication with the Town's official landscaping director.
    - In the future, it would help greatly to come to an explicit agreement of the type of care expected and for that care to be pre-planned weeks and



months in advance. We can approach this as a pre-approved checklist, as well as on-going punch list during the festival.

- In 2023 we will be investing in state-of-the-art temporary ground cover so that heavy machinery, such as lulls or forklifts, rarely makes direct contact with the grass (<https://eps.net/en/products/drivable-event-flooring/ld-rolls/>), enabling less work restoring the field from tires, divots, and compaction.
- Overall, we plan on working directly with the Town, a landscaping company, and the DPW more intensively to have an actionable plan to identify the current state of the park, and to restore it promptly.

#### RECYCLING AND WASTE MANAGEMENT

Our management of waste and recyclable items was mishandled. We will be hiring a waste management lead and support team to help ensure that waste is presorted and dealt with in the most environmentally friendly manner possible with separate dumpsters and roll-offs dedicated to landfill vs recyclable waste.

We are investigating partnering with organizations that help dispose of waste in more environmentally friendly ways, like Island Grown Initiative, or [www.GarbageToGarden.org](http://www.GarbageToGarden.org).

But, in no uncertain terms, our efforts in 2023 will remove the stain 2022 left by our challenges with trash management.

#### BRIDGE OPENING

The drawbridge was opened outside of standard Coast Guard mandated hours, during a weather related emergency evacuation, at the moment that the festival ended on Friday, and that it happened at exactly the same time on Saturday, August 27. Not only did it cause unnecessary traffic backups all the way to Five Corners, causing potential emergency vehicle challenges, but it also hindered festival guests heading to the SSA Terminal in Oak Bluffs to catch the 8:45pm ferry departure.

In 2023, we would hope that during the Drawbridge's discretionary opening time periods (after 8pm) that the operator would use their better judgement to enable the smooth and effortless flow of traffic between Vineyard Haven and Oak Bluffs across the bridge, and request boaters wait until 9pm to pass underneath.



Additionally, the bridge operator should be part of our communication system with Town Departments so that they are aware of bridge openings and potential impact upon traffic at Five Corners.

#### LOCAL PERFORMERS/DIVERSITY OF PERFORMERS AND SCHEDULED TIMES DURING THE EVENT

The Friends of Martha's Vineyard Concert Series fulfills its mission by paying for and promoting local musicians. In 2022, we granted over \$25,000 to 40 local bands to perform at Beach Road Weekend and other island venues from June 28 through Labor Day Weekend.

At Beach Road Weekend, The Friends of MV Concert Series invests over \$30,000 to provide local talent with first class sound, lights, video, and technicians, so they can give thousands of festival guests memorable performances at the same level as the touring bands.

#### POWER & CARBON FOOTPRINT

##### POWERING BEACH ROAD WEEKEND AND DIESEL GENERATOR USE

Like many businesses, Beach Road Weekend institutes constant procedural adjustments to reduce its carbon footprint, moving as many of its systems from fossil fuel power to more environmentally friendly options like electric and solar power. We have made incredible strides in the reduction of our impact upon the environment. As a result, aside from our missteps on waste management, Beach Road Weekend has one of the lowest carbon-footprints of any music festival in North America.

##### Recent *Green* initiatives:

- 1) In 2021, 100% of our light towers were diesel powered. In 2022, 50% of our light towers were solar powered
- 2) In 2022, we transitioned to more energy-efficient diesel generators.
- 3) Based on a new and fully developed site plan, and the benefit of the experience from the 2022 Beach Road Weekend, the 2023 iteration will be the most energy efficient festival yet. We will raise the percentage of solar light towers to 75%, reduce the



number of generators by 20% and our consumption of diesel fuel by 35%. There is no reason, with technological improvements, that future festivals won't stay on the trajectory of additional reductions.

- 4) In 2019 and 2021, all performers brought their own equipment and tour buses onto the island. In 2022, we discouraged talent from bringing their tour buses and equipment semi-trailers to the island. By renting most of the equipment that bands wanted to use, and providing comfortable dressing room trailers backstage, only 2 of 30 bands brought buses, and only 4 of 30 bands brought trucks with gear. Most bands either flew commercial on regularly scheduled flights to the Vineyard, walked on to ferries, or used a Patriot Boat.
- 5) Our goal is to eventually eliminate all generator use. To that end, we have encouraged the Town to work with Eversource to have higher capacity electrical power installed at the Park. We have offered to donate \$85,000 worth of electrical gear we own that would be necessary for this job, in order for the Town of Tisbury to install clean 800-amp 3 phase power in the park for shared use. Additionally, we have offered to annually pay the town a portion of what we would have paid each year to rent generators.
- 6) Holding the festival at Veterans Memorial Park itself is a means to reduce the carbon footprint because it eliminates the need for anyone to drive to a down island location.
- 7) We encourage bike riding to the festival by offering discounts off festival merchandise for those that ride bikes and park at the site. Between 750-1000 festival guests per day rode bicycles to the festival and parked them at the dedicated bicycle parking lot and received a "BRW Perks Card" rewarding them with special savings.
- 8) By prioritizing the sale of three day passes over individual day passes, Festival management reduces the number of individuals traveling to the island. In terms of actual metrics, only 8000 individual persons traveled to Martha's Vineyard for Beach Road Weekend, with the balance of our audience comprised of locals and summer residents. In 2023, we will continue our push to sell most of our tickets as three day packages, and put even greater emphasis on encouraging BRW guests to stay on Island vs taking the ferry to the mainland each day.

#### LOCAL VENDORS V. OFF ISLAND VENDORS





## BEACH ROAD WEEKEND'S OFFICIAL VENDOR SOLICITATION PROCESS

Every year we post an open application process on our website for food and retail vendors to sell their products at the festival. We accept applications free of charge. Applications are sorted into three categories, "BRW Past Vendors," "New Local Vendors," and "New Non-local Vendors."

- "BRW Past Vendors" are vendors who worked with us previously.
- "New Local Vendors" are Martha's Vineyard based vendors who have not worked with us previously.
- "New Non-Local Vendors" are mainland-based vendors.

Invitations are sent to "BRW Past Vendors" who are given a limited time to accept and put down a deposit. Applications from "New Local Vendors" are then identified to fill all open food and retail positions, and we choose from this category and send out invitations. "New Local Vendors" receiving applications have 30 days to accept the terms and pay their deposit. After this window has closed, if any open spots remain, we extend invitations to the best of the "New Non-local vendor" pool.

Every year, we dedicate ourselves to recruit local businesses to be our vendors, and every year most local businesses decline to vend citing the challenge staffing both their retail locations and a booth at the festival site. Still, we persist in offering local business priority level opportunities to partner with local businesses.

## ISLAND VISITOR ACCESS AND SSA

It will always be the goal of the festival operators to be gracious hosts to guests of the island attending the festival. As such, we seek to collaborate with the SSA at any and every opportunity to ensure smooth passage to and from the island for festivalgoers, and to collaborate with the VTA to allow guests easy passage from town to town during their stay on island.



REVENUES & BENEFITS TO TISBURY AND MARTHA'S VINEYARD, AND ITS CITIZENS DERIVED  
FROM BEACH ROAD WEEKEND DIRECTLY

The Town of Tisbury receives guaranteed revenue plus reimbursement for all out-of-pocket costs. The non-profit organization behind the festival paid Tisbury almost \$40,000 guaranteed regardless of ticket sales, in addition to the cost of Town services and personnel. No other group has paid the Town of Tisbury a sum equal or greater than this to use any property in Vineyard Haven.

CHARITABLE GIVING

Additionally, the *Friends of the MV Concert Series* non-profit donated over \$40,000 to multiple local charitable organizations, in addition to the financial support it provided to the local music community.

Recipients of grants and donations from the *Friends of the MV Concert Series* in 2022

Tisbury School

Ladyfest

Edgartown School

MVRHS Minnesingers

Animal Rescue Shelter

MV Community Services

Camp Jabberwocky

And over 75 local working musicians

- ADDITIONAL CULTURAL BENEFITS



- For many, the Vineyard means family time, beaches, restaurants, friendships; and yes, music is woven into the fabric of the Vineyard for many people. Whether at the Ritz, Port Hunter, Nomans, or Wednesday night PA club; islanders most all love music. Thus, we're lucky to have the rare opportunity to enjoy great music, be it rock, jazz, folk or bluegrass... it's a significant cultural experience for many on our island. The resulting music from BRW is world class amazing, and such a unique opportunity should not be underemphasized.
- ECONOMIC BENEFITS OF THE FESTIVAL
  - FOR FULL-TIME AND SEASONAL RESIDENTS
    - Approximately 200 Island residents (both year-long and summer) are hired, and can be broken down into term of employment categories:
      - 4-10 employees are hired for 6 months each year
      - Approximately 180 employees are hired for 6 days
  - FOR HOTEL OWNERS
    - The weekend for Beach Road was chosen carefully after feedback from many hoteliers and the Steamship Authority
      - The period between the Agricultural Fair (as well as Oak Bluffs Illumination night and Fireworks) and Labor Day weekend has been documented to be a slower period, when hotels and the home vacation rental properties have lower occupancy rates, and are therefore very thankful for the nights occupied by BRW guests and staffers.
        - Approximately 85 employees housed by BRW, for 7-14 nights
        - Approximate 7000-8000 guests who rent hotel rooms, homes, or apartments for 3-5 nights because of Beach Road Weekend
      - There is a by-product of the additional BRW business enjoyed by the hotel trade on the Vineyard; that of the hotel employees; including housekeepers, front of house, security, maintenance, etc.; all of whom enjoy additional income opportunities because of the additional hotel business.



- FOR RESTAURANT OWNERS
  - Each of the approximately 7000 people that spend between 3-5 hotel room nights on-island, buy their food and beverage at some island-based establishment. Though some may frequent a supermarket, the vast majority no doubt visit restaurants. Every restaurant owner in Tisbury will vouch for the positive impact upon their business on the festival weekend in 2022 vs the same weekend in 2021 when it did not happen.
- FOR TRANSPORTATION COMPANIES
  - Vineyard Transit Authority
  - Steamship Authority
    - passenger tickets and cargo transportation fees
      - In 2022, Beach Road Weekend spent \$120,000 directly on SSA cargo and passenger tickets directly
  - Private vehicle companies
  - Charter Boats
    - In 2022, Beach Road Weekend spent \$90,000 on charter boats for the Water Taxi program
  - Taxi's
  - Rideshare/Uber/Lyft drivers
  - Airport passenger fees
- FOR THE BRW ON-SITE OPERATIONS STAFF
  - Our MV based staff at Beach Road Weekend for non-technical staff was over \$300,000 for bartenders, food service operators, security, ticket takers, cleanup crew, ushers, security, landscaping, site setup and strike
- FOR THE TOWN OF TISBURY
  - Rental income for Memorial Field
  - Embarkation Fees from guests coming to VH from mainland
  - Income for Police Dept paid by BRW
  - Income for Fire Dept paid by BRW
  - Income for EMS paid by BRW
  - Income for DPW paid by BRW
  - Water department paid by BRW





- \$50,000 in administration fees beyond out-of-pocket costs for the above services
- TAXATION GENERATED FOR THE TOWN OF TISBURY
  - Food sales taxes
  - Beverage sales taxes
  - Hotel taxes
  - Short Term Rental Property Stay Taxes
- OTHER CONSIDERATIONS
  - ISLAND WIDE EFFECT OF BEACH ROAD WEEKEND
    - The economic benefits are not just in Vineyard Haven, but island wide
      - Though the employment, restaurant, hotel and transportation economic benefit might disproportionately effect Tisbury, clearly all the employees and businesses affected include almost all other island towns.
  - THE “PRIVATE BUSINESS” ARGUMENT AGAINST BRW
    - Some argue “why should the Vineyard support a private company, the owner of BRW, that only serves to make that company money?” Our simply reply is that the argument is fundamentally flawed because it’s not accurate.
      - BRW is operated by a 501-c3 non-profit, the Friends of the MV Concert Serie. Its purpose is to serve as a Gala Fundraiser for Island charitable causes, no different than the “Impossible Dreams” or “Evening of Discovery” fundraisers. It’s Executive Director is Adam Epstein. Mr Epstein nor the staff of his company *Innovation Arts & Entertainment*, draw compensation or salaries from the event. IAE covers 100% of the non-profit’s operating expenses, so that more revenue can go to worthwhile causes on Martha’s Vineyard.
    - Unfortunately, rather than creating a profit, because of strain from the pandemic, the festival has suffered great losses for the last three years.



- In 2020, the festival lost \$500,000 due to cancellation from the pandemic
  - In 2021, the mini-Beach Road Weekend event broke even
  - In 2022, because of supply chain and inflationary pressures, unprecedented increases in the cost of liability and cancellation insurance, and escalating housing costs, the festival spent \$2million more than it generated in revenue. Despite the revenue shortfall, the festival producers still provided donations and grants exceeding \$40,000 to charitable causes across Martha's Vineyard and fulfilled its mission of providing paid opportunities for Vineyard musicians to perform.
- Breakeven and profitability
  - The Beach Road Weekend Music Festival is designed to be the Gala Fundraising event to finance operations for the Friends of the MV Concert Series, a Vineyard Haven based 501-c3 non-profit. With inflationary financial pressure on good and services, and labor costs escalating beyond anyone's prediction, the 2022 Music festival expenses exceeded revenues by almost \$2million.
  - Despite the continued deficit, the Board of the *Friends of the MV Concert Series* continued to donate funds and in-kind contributions to island-based causes directly out of pocket, instead of from the non-profit's funds.
  - Beach Road Weekend's operators believe that with our continued investment in systems and processes, together with the efficiencies earned through the experience of operating the festival annually, that its financial and operational goals of profitability will emerge on an annual basis in 2023. We expect to recoup our startup and recover our past investments by the culmination of the 2024 iteration of the festival.



## PUBLIC SAFETY

No greater concern informs our decisions on Beach Road Weekend than public safety. Obviously, we recognize that our success is dependent upon our ability to create a fun and safe experience for our guests and staff. No shortcuts are taken, and extraordinary expense is taken to ensure it. We thoroughly evaluate the site, and design it in such a way to guarantee the ability for 100% of audiences to enter AND exit easily without congestion or chaos. Beyond our own research, we engage in up-front and frank discussions regarding public safety before the event with all Town and County officials, and to review how effective our public safety measures were in retrospect.

## HISTORY

Since 2019, during three successfully produced festivals, we have worked hand in hand with crowd control experts and all Tisbury and Island public safety officials to set the festival daily capacity, and design our entrance, on-site, and egress strategy. Not only has it given us incredible insight to how audiences move into, within, and outside Veterans Memorial Park, it is also a testament to the cooperative spirit and the maturity of the festival we curate that there have been few arrests, and few documented reports of public disturbances (even during rainstorms and evacuations).

## FUTURE ASSESSMENT AND ADJUSTMENTS

It is the policy of the operators of Beach Road Weekend to proactively stay informed and put into effect all best practices regarding public safety, sparing no expense, and sacrificing profits for safety. In 2022, knowing we were coming out of the pandemic and wanting our partnership with Tisbury to excel, we chose to be conservative with our daily attendee capacity so that we would allow our entire team (IAE & Tisbury officials) along with indirect relationships with the Steamship Authority and neighboring towns, to earn the experiential benefit of a lightly attended event, testing our ability to handle greater numbers.

## CAPACITY

Based upon scientific studies and the recommendations of crowd management experts, any outdoor festival capacity should take many considerations into account including but not limited to:



1. Total Square Footage of the Field for Fans
2. Ingress "Turnstiles"
3. Egress Widths
4. Emergency Exits
5. Actual Attendance
6. A Published Emergency Action Plan

1. Total Square Footage of the Field for Fans

The General Admission area on the field is 132,000 square feet plus the 22,000 in the VIP – for a total of 155,000 square feet.

From the National Fire Protection Association under Occupant Load –

<https://www.nfpa.org/News-and-Research/Publications-and-media/Blogs-Landing-Page/NFPA-Today/Blog-Posts/2021/05/20/Strategies-for-Crowd-Management-Safety>

*... in areas of assembly occupancies in excess of 10,000 ft<sup>2</sup> (930 m<sup>2</sup>), the occupant load cannot exceed a density of one person in every 7ft<sup>2</sup> (0.65 m<sup>2</sup>). This occupant load limit exists in order to avoid overcrowding.*

Based upon these metrics and our actual available square footage, Veterans Memorial Park site can safely accommodate

- 22,100 people at 7 square feet per person;
- 15,000 people at 10 sq ft per person,
- 12,000 offering 13 square feet per person

In 2022, Beach Road Weekend's maximum number of tickets sold was 12,000 per day.

So, based upon all industry standards, scientific studies, best practice, and our own experience, 12,000 attendees per day is 60% of the capacity that most festival operators would support given the size of the festival site. We allow 200% more than the recommended the square footage per person by the National Fire Protection Association and many other crowd and public safety experts.

2. Ingress Lanes of Entry





One well-respected source is the *Western Australian Department of Health* which regulates hundreds of annual festivals and outdoor events. In a recent publication outlining recommendations, they documented best practice for dimensions of ingress lanes and the number of ticket takers based upon attendance, audience makeup, and demographic. For details regarding *Calculating the Number of Turnstiles Required* on page 124

<https://ww2.health.wa.gov.au/~media/Files/Corporate/general-documents/Environmental-health/Concerts-and-Mass-Gathering-Guidelines.pdf>

*“As a general rule, the numbers of turnstiles or entry lanes are calculated as: – Venue Capacity ÷ 500 = Number of Lanes of Entry or Turnstiles”*

Therefore, for our anticipated daily capacity of 12,000, the study recommends 24 “turnstiles” or ticket taker lanes over 72’ of linear ingress. As a conservative measure, Beach Road Weekend’s entrance gates are 50% larger at 120’ in width, allowing for 40 ticket taker lanes, ensuring slower rates of entry per person, but equaling the number of entrants per minute audiences expect while waiting in line.

However, given the inexperience of the ticket taker staff, we expected that a little elbow room would help with ingress, so we had 1 ticket taker lane per 4’ with 30 total ticket taker lanes, or 25% greater than industry recommendation.

### 3. EGRESS WIDTHS

Egress rates examine how many people can exit an enclosed venue per foot per minute safely in both emergency situations and in regular departure circumstances. Consensus on recommendations for egress and emergency exit number and linear width was easy to find and universally supported. An example of best practice is represented in this citation:

<https://moderngov.lambeth.gov.uk/documents/s94456/Field%20Day%20-%20Egress%20Calculations%2029.3.18.pdf>

Per the papers recs, “The audience flow rates at these positions (exits) can increase from 66 persons per minute used for evacuation from the site itself (due to undulating, soft and potentially wet ground) to 82 persons per metre per minute (hard standing, well lit – tower lights required).”



To ensure maximum throughput for the potential of an emergency evacuation, the Beach Road Weekend site has four (4) clearly marked and well-lit emergency exits on each of the four sides of the park, with total width of the exits spanning 240 linear feet. This would allow for 100% attendance evacuation from the Park within 5 minutes under extreme circumstances.

A second study by Professor Dr. G. Keith Still, a well-published expert in the field of Crowd Dynamics says, *"Safe crowd conditions can be usually assumed for densities up to 2-3 persons per (11 square feet) meter and minute and a maximum acceptable flow of 82 persons per meter and minute (which is considerably below the maximum possible flow)"*

#### 4. Emergency Exits

In *Modelling large-scale evacuation of music festivals*, Ronchi et al look at an evacuation of 15,000 people due to a nearby fire. Only Exit 1 is available for the evacuation (<https://ars.els-cdn.com/content/image/1-s2.0-S2214398X15300066-gr1.jpg>) –all the exits (except the main) in this model are 9m . In this model, 98% of the 15,000-person population was evacuated within 13 minutes via the single exit available.

Reference: <https://www.sciencedirect.com/science/article/pii/S2214398X15300066#fig0010>

The Beach Road Weekend music festival site plan has four emergency exits

- near Causeway Road and State Road,
  - 20 feet in width
- Stage Right entry point to backstage leading up to Causeway Road
  - 30 feet in width
- the original point of entry of the festival in the Salt Shop parking lot
  - 120 feet in width
- the exit point between the food vending and the EMS tent between the US Post Office and the Harbor Landing parking lot.



- 30 feet in width

Our four emergency exits create the necessary redundancy to ensure that we can evacuate our entire capacity within 13 minutes.

That said, if we only had one 3-meter lane to evacuate the site, it would take 40 minutes for everyone to evacuate. However, we have no less than 60 meters of linear width of emergency exit space, allowing for mass exiting within 20 times faster.

While it is unlikely that 3 of the 4 emergency exits would be blocked at any single time, the probability that we would be in a situation where all but the bike path (either Vendor exit to Causeway up the hill) OR the bike path emergency exit to Cumberland Farms are the single egress points available is extremely low. But, if it were to occur, we would still be able to evacuate most of the audience within 12 minutes. If both the rear paths were open – emergency egress for 100% of the audience is cut to 10 minutes.

#### 5. ACTUAL ATTENDANCE

Out of an abundance of caution, we limited our capacity to 12,000 tickets sold per day in 2022

With our capacity restricted to 12,000 per day, conventional wisdom states that only 95% of ticket buyers actually end up attending any live event. For all live events, approximate 5-10% of the sold tickets are not used and the audience does not attend. This is commensurate with the actual count of 10,500 guests on site per day.



## 6. 2022 EMERGENCY ACTION PLAN (EAP)

### GENERAL

Beach Road Weekend Music Festival will be held August 25-28, 2022 at Veterans Memorial Park in Tisbury, MA on the island of Martha's Vineyard. Festival grounds will be open to the public from 10am until 9:30pm on August 26-28, 2022, and from 5-10pm on August 25, 2022.

### PURPOSE

This emergency action plan predetermines actions to take before and during the "Beach Road Weekend Music Festival" (hereinafter referred to as "Festival") in response to an emergency or otherwise hazardous condition. These actions will be taken by organizers, management, personnel, and attendees. These actions represent those required prior to the event in preparation for and those required during an emergency.

Flexibility must be exercised when implementing this plan because of the wide variety of potential hazards that exist for this event. These hazards include, but are not limited to, medical emergencies, severe weather, or situations where law enforcement is required.

### ASSUMPTIONS

The possibility of an occurrence of an emergency is present at this event. The types of emergencies possible are various and could require the response of Emergency Management, Emergency Medical Services, Fire and Police.

### BASIC PLAN

#### EAP EVENT REPRESENTATIVE

The EAP event representative will be identified as the point of contact for all communications regarding the event. This person is identified as Adam Epstein.

#### EMERGENCY NOTIFICATION OF FIRST RESPONDERS

In the event of an emergency, notification of the emergency will be through the use of closed-circuit radio to Town of Tisbury Police/Fire/EMS by festival personnel. The "notifier" should





have the following information available: nature of emergency, location, and contact person with callback number cell phone for redundancy.

#### **ON-SITE EMERGENCY MANAGEMENT REPRESENTATIVES**

- Tisbury Police Chief Habekost
- Tisbury Fire Chief Greg Leland
- Tisbury Emergency Medical Services Director Tracy Jones
- Dukes County Sheriff Transport Van with 2 deputies
- Martha's Vineyard LE Coalition Mobile Command Unit with 1 Deputy
- Silver Spear Security and Blake Security Specialists
- Festival Security Director Erik Blake

#### **EMERGENCY EGRESS PROCEDURES**

- Festival staff will be alerted via interrupted radio transmission of a "Code Yellow."
- "Code Yellow" will signify that emergency exits must be opened and patrons must be ushered out of the grounds immediately.
- Once an evacuation is called, festival operation will be handed over to the Tisbury Police and Tisbury Fire Department.
- Patrons will be notified via public address system and on-site video monitors to find their nearest exit and evacuate the grounds immediately. The guests will be instructed to move towards Main Street in Tisbury and find shelter in areas free from the emergency.
- In the event of a power failure, megaphones will be utilized by first responders to communicate that an evacuation is underway.
- Yellow 3'x3' signs will be displayed at each of the four emergency exits on the grounds to acting as a beacon for emergency egress. Emergency egress procedures will be communicated in advance to all festival personnel that a yellow 3'x3' sign at all exits signifies an immediate threat to the safety of everyone on the grounds and to proceed to the nearest exit.

#### **EMERGENCY EGRESS POINTS**

- near Causeway Road and State Road,



- Stage Right entry point to backstage leading up to Causeway Road
- the original point of entry of the festival in the Salt Shop parking lot
- the exit point between the food vending and the EMS tent between the US Post Office and the Harbor Landing parking lot.

#### **SECURITY & PREVENTIVE MEASURES**

- All patrons will be subject to a security search via hand-held metal detecting wand upon entering the festival or walk thru metal detectors.
- All bags will also be thoroughly searched upon entering the festival. As a safety precaution, bags must be clear, and sizes are limited to 18"x12"x6".
- A list of prohibited items will be prominently displayed at the original point of entry.
- If any prohibited items are detected from the bag search or wandering, security will confiscate and discard the item, or the patron may take that item back to their vehicle or place of residence.

#### **SEVERE WEATHER**

- Weather forecasts and current conditions will be monitored by festival management and the Tisbury Police Department through the National Weather Service's Weather Forecast Office for Cape Cod and the surrounding islands
- Before the event – If severe weather is predicted prior to the event, the EAP event representative will evaluate the conditions and determine if the event will remain scheduled. The EAP event representative or his/her designee will be identified as such and will be responsible to monitor the weather conditions before and during the event.
- During the event – If severe weather occurs during the event, the EAP event representative or his designee, in consultancy with Town of Tisbury Police & Fire Chiefs, will make notification to those attending the event that a hazardous weather condition exists and direct them to shelter.
- There are two locations for sheltering participants in the event of severe weather. Attendees will be directed by police and fire personnel thru the emergency exits to these locations:
- School buses, hired for the shuttling of festival goers from points on island to the festival will be called back to the site via FirstNet devices. Buses will shelter attendees away from the festival site.



- Guests will also be instructed to walk up State Road towards several Shelter Zones including
  - Main Street and to disburse into open establishments and businesses.
  - Head up State Road towards the Tisbury elementary school 40 W William St, Vineyard Haven, MA 02568, by walking on Spring Street less than ½ mile.

#### **LIGHTNING POLICY**

- When thunder is heard, or lightning is reported within six miles of the event, a Code Yellow will be called, emergency exits will be opened, and guests will be instructed to evacuate to the aforementioned shelter zones.
- The Festival will reopen 30 minutes after the last lightning strike. Guests will be notified by text message and social media posts as to the timing of the reopening of the festival site.

#### **FIRE**

- No specific hazard has been identified as an increased risk of fire at this event. All event staff will be instructed on the safe use of Portable Fire Extinguishers.
- Cooking with Fire
- The use of open flame is permitted under the Town of Tisbury Fire Code when the following conditions are met:
  - Must have a valid fire extinguisher, 2A10BC or class K.
  - Each space is allowed 1 LP tank per cooking device and only 1 spare LP tank regardless of the number of cooking devices. All LP tanks are to be secured in an approved manner (tied, strapped, chained, etc.)
- All tents/canopies used for cooking shall have a FLAME SPREAD Certification provided to the building inspector.
- Should an incident occur that requires the Fire Department, closed circuit radios will be utilized to request this resource. The caller should have the following information available to the 911 operator: nature of emergency, location, and contact person with callback number.

#### **MEDICAL EMERGENCIES**



- As with any outdoor event, there is potential for injury to the participants. The types of injuries are various and include those that are heat related, medical, as well as traumatic injuries.
- There are provisions for on-site Emergency Medical Services at this event.
- An ambulance will be kept on site nearby the Emergency Medical Services tent.
- Should an incident occur that requires Emergency Medical Services, the on-site EMS officer will be contacted to request this resource. The caller will have the following information available to the on-site EMS officer, the nature of emergency, precise location, and contact person with callback number.

#### **LAW ENFORCEMENT**

- The need for constant law enforcement presence at this event has been identified.
- Should an incident occur that requires law enforcement, the on-site Tisbury Police Officer will be contacted to request this resource. The notifier will have the following information available to the on-site Tisbury Police officer, the nature of emergency, precise location, and contact person with callback number.

#### **EMERGENCY VEHICLE ACCESS**

- Access for Emergency Vehicles will be maintained at all times with the Dukes County Sheriff's Office Mobile command center and two ambulances residing at the Emergency Exit.
- Fire lanes and fire hydrants will not be obstructed.
- Participants and spectators will be directed to park in approved areas and not to obstruct protective features, sidewalks or public thoroughways.
- Crowd control will be managed by Silver Spear Security and Blake Security
- No official public parking is being provided for festival attendees on site.

#### **HIGH WINDS ACTION**

- The high wind action plan shall be in effect during event hours.
- The high wind action plan shall also be in force during set-up/takedown on an as needed basis dictated by the Designated Safety Officer.
- Designated Safety Officer – shall be present for the duration of the event to implement the High Wind Action Plan. Wind speed will be constantly monitored with an anemometer and via mobile weather websites.





- Mobile Stages will be evacuated if wind speeds are forecasted to exceed 40 mph.
- Mobile Stages will not be installed if wind speeds are above 18-20 mph.
- An anemometer shall be placed on the highest roof point to monitor wind speeds within 50 yards of the roof system. Noted winds speeds are 3 second gusts.
- When wind speeds are forecasted to exceed 25 mph: a team of qualified personnel shall be put on alert.
- When wind speeds are forecasted to exceed 35 mph: all event operations shall cease, and the immediate area shall be evacuated. A perimeter of a 50' radius shall be enforced as a safe zone.
- Mobile Stages will not be dismantled during high wind weather (above 35 mph).
- The high wind action plan shall be posted at a conspicuous area on site.
- It must be available at all times to venue operator's crew.



# BEACH ROAD WEEKEND

MARTHA'S VINEYARD  
— MUSIC FESTIVAL —

## Festival Contact Information

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**BEACHROADWEEKEND.COM**



## Summary

In closing, we have strived, by outlining this deck for you, to demonstrate how thoughtfully and deliberately we work to ensure a great experience for our guests and the people of Tisbury and Martha's Vineyard. But the most important thing about this assessment is that we commit to always being open to a dialogue about our systems, processes, and procedures to continually improve.