

To The Honorable Mayor and Members of the Council,

Subject: Proposal for The Great Elephant Migration Art Installation

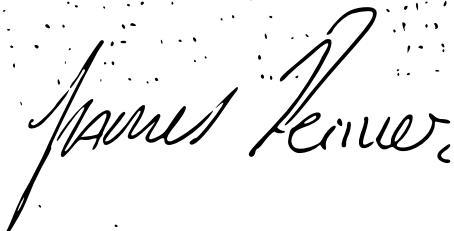
Elephant Family USA, a non-profit dedicated to protecting Asian wildlife and their habitat, is grateful for the opportunity to present "The Great Elephant Migration," a unique environmental art exhibition, in collaboration with Art and Newport. This thought-provoking display of 100 life-size elephant sculptures will launch its nationwide campaign on July 1st, 2024, in Newport.

The elephant sculptures will be clustered at prominent locations throughout the city: Salve Regina University, The Breakers, Rough Point Museum, and have a flagship elephant at Great Friends Meeting House. The exhibition aims to spark important conversations about our overpopulated planet, the impact of human encroachment on wild spaces, and the inspiring ways we can coexist with all other living beings that share the planet with humankind. We believe this impactful display has the potential to generate significant public interest and contribute to Newport's reputation as a vibrant cultural and environmental center.

We are grateful for the enthusiastic support of key stakeholders, including Salve Regina University, The Preservation Society, The Historical Society, The Newport Restoration Foundation, and the Cliff Walk Commission. Additionally, we're excited to partner with Save the Bay to enhance local conservation efforts, echoing the commitment of Newport environmental stewards Dodie Kazanjian and Edith McBean. Elephant Family will cover all installation and maintenance costs, ensuring a smooth experience for Newport.

Over the past month I have started to work with local authorities and City Officials in full transparency to facilitate this campaign's execution and will continue to do so as the plan evolves. We eagerly await your approval to bring this exciting exhibition to Newport. Attached is a detailed proposal outlining our mission and logistics.

Thank you for your time and consideration,

A handwritten signature in black ink that reads "James Reimer". The signature is written in a cursive style with a large, stylized initial "J".

James Reimer

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Section 1 – Introduction / Project Information

1.1 IMPORTANT NOTICE

The documents for this project represent live documents and are subject to changes and dynamic amendments due to the project's developing nature. As a result, the arrangements outlined herein may not be final, but they are representative of the intended safety systems, operational plans and arrangements for implementation during this project.

1.2 PROJECT NAME

The Great Elephant Migration (GEM)

1.3 LOCATIONS

Rough Point, The Breakers, Salve Regina University, Great Friends Meeting House

1.4 TIMELINE

June 29th (installation at Rough Point only)

1st July to September 6th, 2024 (Exhibition run time)

1.5 INTRODUCTION

The Great Elephant Migration is a global fundraising initiative aimed at promoting indigenous knowledge and fostering human-wildlife coexistence. It is a collaboration among indigenous artisans, contemporary artists, and cultural institutions, raising millions of dollars for projects supporting human-wildlife coexistence and the migration of animals across land, rivers, and oceans.

Launching in 2024, this one-year campaign will feature over 100 magnificent Indian Elephant Sculptures traveling across the USA to share their story with the world. The Great Elephant Migration is Elephant Family's latest and most ambitious environmental art installation, transforming precious green spaces amidst urbanization. This exhibition provides a metaphor for the global environmental challenges we face, and the narrative is designed to be easily understood by those outside the contemporary art world. This is art with a purpose, offered completely free for public engagement.

Each elephant in the 100-strong herd has been meticulously crafted by The Coexistence Collective, a community of 200 indigenous Indian artisans from the Bettakurumba, Paniya, Kattunayakan, and Soliga tribes. Over the past five years, this collective has intricately brought to life every elephant they coexist with, drawing on generations of observation and experience rooted in their indigenous cultures' deep connection to nature and wildlife.

The elephants are crafted from dried Lantana Camara, one of the world's top invasive weeds. This fast-growing, noxious shrub occupies 154,000 square kilometers of India's Protected Areas, displacing animals into urban areas and increasing human-wildlife conflict. Utilizing lantana to create the elephants and other quality products helps eradicate the weed from protected areas, providing more space for wildlife.

1.6 OVERVEIW

The Great Elephant Migration is a ‘migratory exhibition’. After Newport, the installation will travel to Manhattan, NY; Miami Beach, FL; Yellowstone National Park, WY; and conclude in Los Angeles, CA, in September 2025. The primary aim of the exhibition is to highlight the message of human-wildlife coexistence, based on the indigenous values brought forward by the communities that created the sculptures. All elephant sculptures are available for purchase to raise funds for future work (note: some or all displays may have been sold by this point).

The internal structure of each elephant consists of steel rebar, with lantana camara secured and fixed to the skeleton. The rebar frame extends below each leg, allowing for a stable structure. The frame and leg elements are then anchored to the ground using corkscrew tethers or a combination of stability bars and ballast.

Since each elephant is unique, modeled after a real elephant, dimensions and weights may vary slightly. However, the table below outlines the main size statistics:

Elephant Type	XL Adult Male	Adult Male	Adult female	Sub-Adult	Calf
Height in feet	10	8.5	7.5	6	5
Length in feet	15	15	12	10	7
Width in feet	5	5	4	3	2
Footprint in Sq ft	75	75	48	30	14
Weight (lbs.)	800	770	660	550	220
Weight (kgs)	362.874	350	300	250	100
Quantity	4	12	38	22	28

1.7 STATUE PROFILE BY TYPE



1. Tusker: x10 Dimensions: (9x15x5ft) Weight: 350KG



2. Matriarch: x40 Dimensions: (7.5x12x4ft) Weight: 300KG



3. Adolescence: x40 Dimensions: (6x10x3ft) Weight: 250KG.



4. Calf: x40 Dimensions: (4x5x2ft) Weight: 100KG

1.8 VISITOR PROFILE

The Great Elephant Migration is a public art exhibition. In the case of Newport, we have purposely placed the largest number of elephant sculptures on the Salve Regina University lawn to allow for easy access and the greatest public engagement. We aim to have the widest available cross-section of society, from all age brackets, to have access to the Elephant Family exhibitions.

1.9 CAPACITIES

This is a free-flowing public space exhibition with no restrictions on footfall. There is adequate space at all 4 locations to continue to allow normal day to day free flowing unrestricted pedestrian movements. There are no dedicated viewing areas, seating, etc.

1.10 LOCAL NGO ENGAGEMENT

During The Great Elephant Migration, Elephant Family USA will partner with Save the Bay, a Newport based NGO, to bring attention to and directly support their crucial marine conservation work. Save the Bay's mission is to protect and improve Narragansett Bay. Their vision is a fully swimmable, fishable, healthy Narragansett Bay, accessible to all. It is an independent, member-supported, non-profit organization that has been operating since 1970, when a small group of concerned citizens came together to fight an oil refinery proposed for the shores of Tiverton. Save the Bay carries out their mission through three areas of work: advocacy, education and habitat restoration & adaptation. Aside from a desire to support Save the Bay's work protecting

and improving Narragansett Bay, one of the main reasons we wanted to work with them is because they are fundamentally a community-led organization that engages local people to improve the area. We believe that this feature is critical to all successful conservation efforts, and we want to amplify Save the Bay's success by making them a key location partner on the Great Elephant Migration.

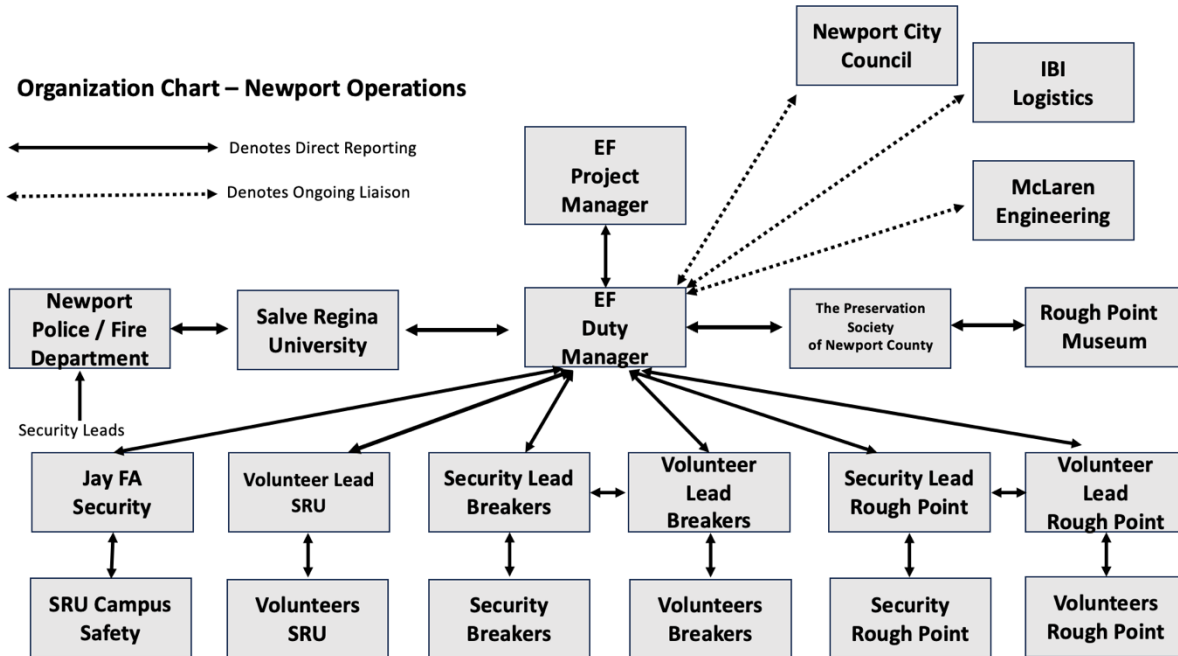
As an NGO partner for The Great Elephant Migration, Save the Bay will be allocated a sculpture from the herd, which will have ten editions available for sale. The proceeds from the sales of their elephant will be donated to Save the Bay. They will be allocated an adolescent elephant sculpture with a sale price of \$10,000 and could therefore raise \$100,000 in gross elephant sales. Regardless of elephant sales, we guarantee Save the Bay a minimum donation of \$10,000. The exhibit will generate funds to benefit this community-led charity, allowing them to focus their efforts on the hands-on work necessary to restore, rebuild or strengthen the important habitats of the Narragansett Bay ecosystem, against changing climate conditions and human impacts.

Our partnership with Save the Bay and their logo will be highlighted beside their elephant during the year-long migration. We will also share their logo on our website and credit them as a partner across our website and social media. We aim to share relevant content and stories about their work on our website and social media to showcase how they operate in Narragansett Bay, increasing awareness of the issues faced, and driving exposure to potential new supporters and donors for the charity. At each of the herd locations in Newport, we intend to reference Save the Bay as our local NGO partner on A-frame signage. As their largest annual fundraising event, Save the Bay Swim, takes place during our time in Newport, we plan to promote this on our social media. This iconic fundraiser sees hundreds of people brave a 2-mile open water swim across the Bay and aims to raise at least \$20,000 for the organization.

We intend to promote volunteering opportunities available through Save the Bay, such as their regular beach cleans, for which our on-the-ground team would also be delighted to volunteer whilst in Newport. In addition to this, we will highlight these volunteer and internship opportunities with our contacts at Salve Regina University and encourage student participation. This will hopefully boost their reach to local people to generate sustainable long-term support for their work in the Newport Area.

Section 2 – Organization

2.1 ORGANIZATION CHART – NEWPORT OPERATIONS



2.2 OPERATIONS MANAGEMENT ROLES AND RESPONSIBILITIES

To ensure the safety of the elephant structures and oversee effective operations, Elephant Family has engaged competent personnel to support the exhibition. This support primarily involves an Engineering Consultant (McLaren Engineering), Production Team (Martlet Productions), Transportation Team (IBI Logistics), and an evening security Contractor (JFA Security & Consulting), all of whom will play a role during the build, de-rig, and live phases of the exhibition.

Specific points to note about the team:

- The Engineering Partner, McLaren Engineering, will not be physically present for the remainder of the event's live days but will be available for support via phone, text, and email. McLaren will also provide post-event feedback on their observations regarding safe installation and deinstallation at the event.
- Martlet Productions will operate as Elephant Family's Operations Team. They will be on location for the exhibition to ensure compliance with all safety and security policies, statutory requirements, and codes of practice while managing daily operations.
- IBI Logistics will oversee the safe transit and installation of the elephant statues throughout the installation period.
- JFA Security & Consulting will be present at Salve Regina University for overnight watch throughout the Install/De-install and live phase.

2.3 GEM MANAGEMENT TEAM ROLES & RESPONSIBILITIES

James Reimer and Pod Blagg, of Martlet Productions, will fulfill the roles of Project Manager and Duty Manager during the installation phase, de-installation phase, and live phase of the exhibition. They will provide services agreed, including (but not limited to):

- Provision of safety advice and support.
- Provision of security and crowd management advice and support.
- Conducting site safety inductions and briefings.
- Liaison with contractors and others engaged by Elephant Family to ensure safe working practice.
- Liaison with statutory agencies, emergency services, and key stakeholders on safety and security matters
- Verification of the receipt of appropriate sign-off/completion certification from suppliers or other authorized competent persons regarding any installed temporary structures, temporary electrical supplies, or similar, as required by The Elephant Family Duty Manager or other relevant parties, agencies, or authorities.
- Investigation, recording, and reporting of any accidents or incidents.
- Provision of post-event feedback on safety observations
- Managing GEM Volunteer Stewards

2.4 CONTRACTOR MANAGEMENT

In addition to its own employees, The Elephant Family will rely upon contractors and suppliers to provide a range of resources, services, and infrastructure. These contractors are appointed according to an internal procurement process and after satisfying several safety, competency, financial, and performance criteria.

Elephant Family, in engaging third-party services of contractors, traders and suppliers (“contractors”) shall fulfil its responsibilities under Health and Safety Regulations and good practice by taking reasonably practicable steps to assure itself as to the competency, suitability and sufficiency of the safety controls, systems and procedures employed by the appointed contractors.

All contractors will be expected, prior to commencing any work, to have in place all relevant insurances, licenses, certifications, competencies, and safety documentation including risk assessments and method statements / safe systems of work applicable to their undertakings. Additionally, they shall nominate a suitably competent individual, who will be in attendance onsite, to be responsible for the management and monitoring of the safe delivery of their undertakings.

Details of all contractor insurances, risk assessments, method statements, safety policies and procedures, licenses, and certificates of competency applicable to their undertakings shall be collated, reviewed, and held on file by the Elephant Family Project Manager.

All personnel working on the event site shall do so in compliance with all applicable statutory regulations and duties, International Standards, manufacturer's instructions, approved codes of practice, industry guidance and best practice, along with their employers' company health and safety policies, procedures, risk assessments and safe systems of work.

Elephant Family's Duty Manager will provide a site induction safety briefing and issue a copy of the site rules to all individual contractors which shall include details of any site and vehicle restrictions, access routes, medical and welfare provision, and details of the accident & incident reporting procedures. The Duty Manager shall also hold a daily briefing with relevant contractors, as required, during the build and break phases, where health and safety issues will be discussed as appropriate.

Elephant Family's Duty Manager will monitor all contractor activities and intervene as necessary should unsafely practices or unsafe conditions become apparent.

2.5 CONTRACTOR MANAGEMENT ROLES & RESPONSIBILITIES

All contractors, suppliers, and others engaged in the event's delivery are responsible for:

- Ensuring that all operations and undertakings comply with applicable statutory regulations, City Standards, manufacturer's instructions, approved codes of practice, industry guidance, and best practices, along with their respective company health and safety policies, procedures, risk assessments, and safe systems of work.
- Providing requested safety documentation for review by the appointed production team, including (but not limited to) copies of relevant insurances, details of safety plans, design drawings, risk assessments, safe systems of work/method statements, certificates of competency/licenses/right to work.
- Cooperating and coordinating with all others involved in the event's delivery on health and safety matters.

- Demonstrating and encouraging good safety culture and behaviors, ensuring compliance with all applicable statutory regulations and duties, OSHA Standards, manufacturer's instructions, approved codes of practice, industry guidance, best practices, and all company health and safety policies, procedures, risk assessments, and safe systems of work

2.6 WORKFORCE ROLES & RESPONSIBILITIES

All workforce members, including full-time, part-time, self-employed, volunteers, contracted workers, and visitors to the event site, must:

- Comply with all instructions affecting health, safety, welfare, and security.
- Take reasonable care to protect their own health and safety and that of others.
- Follow agreed site rules and safe work procedures.
- Refrain from undertaking tasks for which they are not trained or competent.
- Have the right to refuse unsafe work.
- Use and maintain appropriate Personal Protective Equipment
- Properly use health and safety equipment and request additional equipment if necessary to ensure safe work procedures.
- Properly use occupational environment welfare facilities (eating areas, washroom facilities, etc.)
- Not interfere with any measures provided for health, safety, and security
- Participate in inspections and investigations when appropriate.
- Be vigilant and report unsafe conditions, practices, hazards, injuries, and incidents to a supervisor.
- Help create a healthy and safe work environment by suggesting improvements.

2.7 VOLUNTEERS ROLES & RESPONSIBILITIES

Elephant Family is establishing a pool of volunteers to be the ‘face of the organization’ during the operational period. Their presence during daylight hours will focus on four key tasks:

- Talking to interested visitors and answering their questions about the Great Elephant Migration exhibition.
- Documenting interested visitors to allow for follow up about elephant sales and partnership opportunities.
- Engaging with the public to ensure the exhibition is enjoyed in a safe and respectful manner.

Prior to the installation, volunteers will take part in a training program run by Elephant Family. The program will cover location and situational awareness, background information about the organizations, the exhibition, the elephant sculptures, as well as responding to situations and specifically how to engage with the public (and how not to). Onsite, volunteers will be coordinated and led by paid ‘Team Leaders’ who will liaise with both their security counterparts as well as the Duty Manager. Volunteers will wear their own clothing and be provided with high visibility vest and cap marked with exhibition or organization logos.

2.8 SECURITY MANAGEMENT

Day to Day Security operations will be conducted by each location’s security teams. Elephant Family’s Duty Manager will connect with the location’s security teams regularly throughout the exhibition to ensure that security issues and any subsequent adjustments are dealt with in a timely manner.

In consultation with the location’s security team, Elephant Family will produce any supplemental security plans. Local Police intelligence will be requested to ensure that asset protection resourcing is maintained to a suitable level during this period.

2.9 SECURITY RESPONSIBILITIES (will include, but not be limited to)

- Assisting in maintaining safe working areas during the build and de-rig.
- Assisting in management of vehicles and pedestrian seclusion / site speed restrictions.
- Protection of infrastructure and assets
- Initiating Security protocols as and when required.
- Minimize the risk of fire by patrolling the event site during periods of non-occupation.
- Assisting emergency services if necessary and as required.

The appointed security provider will conduct briefings for their security personnel prior to the event, to include information regarding:

- Details of the venue layout, welfare locations, first aid points, and any potential hazards - i.e., emergency evacuation of the event site.
- Clear direction on the management of unacceptable behavior by the public.

- Details of emergency and evacuation plans, such as raising alarms, protocols for requesting assistance and evacuation procedures.
- Instructions for operation, deactivation, and isolation of any on-site utility supplies in case of an emergency.
- Any other relevant information required to allow the security personnel to fulfil their roles and responsibilities effectively and diligently.

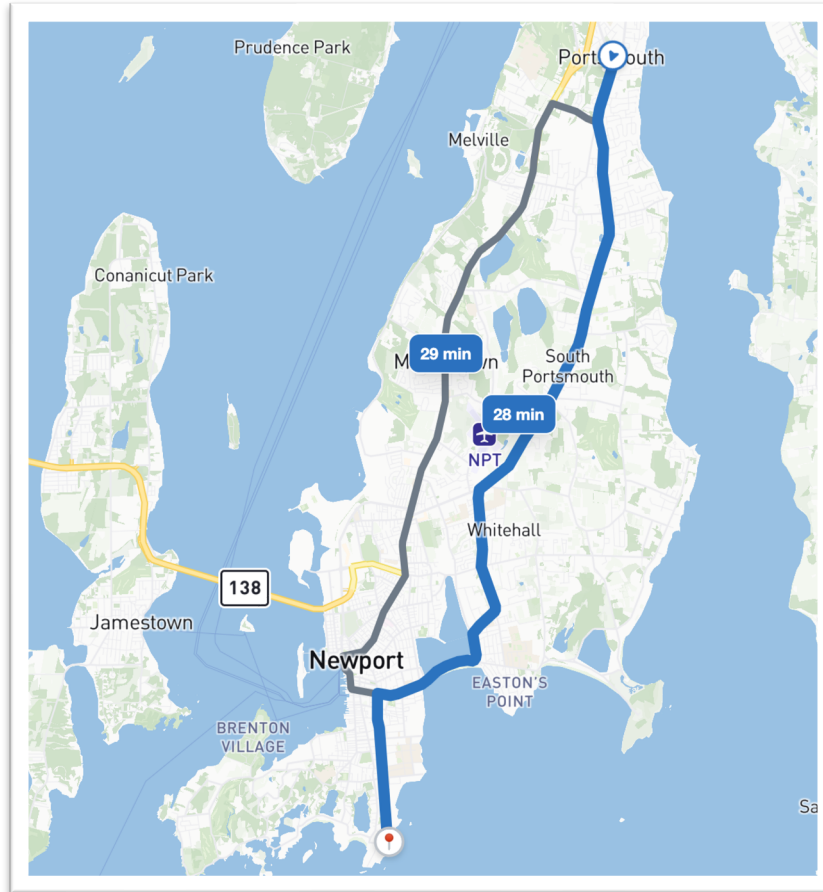
The deployment schedules of Security, Contractors, Volunteers, and Elephant Management Team are referenced in the following locations methods below.

Section 3: Operations Overview

3.1 TRUCKING AND STATUE TRANSPORTATION

Storage to Exhibition Location Method:

Elephant Family has collaborated with Officer John Sullivan of Newport PD to establish a safe and responsible transportation strategy throughout Newport. During transportation from storage (Portsmouth RI, exact location TBD) to the exhibition locations, open flatbed tractor-trailers will be loaded using a forklift. Statues will be double-strapped with ratchet straps capable of supporting a 3000-pound weight capacity. This method will be implemented for each truck. During the installation phase on June 29th, 4 tractor-trailers will depart from the storage facility located in Portsmouth* (exact location TBD) to Rough Point, while the other flatbeds load up at the basecamp storage location. They will alternate in groups of 4: as 4 tractor-trailers return, 4 will be loaded, and then the next 4 will deploy. On average, the time to unload each trailer is about 60 minutes. This method ensures that the vehicles do not impede traffic through Newport while effectively unloading the statues. The trucks will make an estimated 16 trips between the storage facility and Rough Point. Below is a map outlining the desired path for the trucks from Portsmouth to Rough Point:



3.2 SALVE REGINA UNIVERSITY METHOD

Salve Regina University will accommodate 56 (*subject to change*) elephants, arranged as shown below. Installation will take place on July 1st, 2024, and De-installation is likely on September 6th, 2024. The 53 Elephants will be separated into three herds. Accompanying each herd will be informational signage, made from the same materials as the elephants themselves.

Signage Size: 1x tri-folding sign H: 74.01575” x W: 68.50394”

Signage Content: Yet to be finalized but will include exhibition key messages on human wildlife coexistence; partnership information with Salve Regina University, Art & Newport and Save the Bay.

Signage Position: At the North end of the lawn there will also be a campaign overview board. Changes to signage will be communicated as the specification is developed and agreed to by all stakeholders.

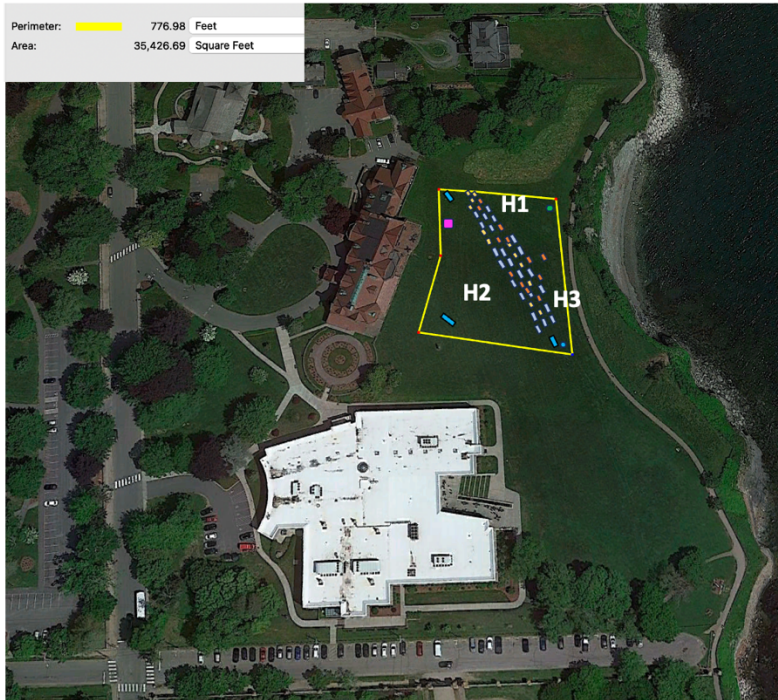
Salve Regina University Elephant Type and Location (Subject to Change, Not to scale)

- Adult Male / Tusker
- Adult Female / Matriarch
- Adolescent
- Calf
- ★ Campaign Overview Sign
- Herd Story Sign
- For Sale Sign
- Love Brand Info/ Store Tent

Sculpture Dimensions *Dimensions Subject to Change

Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescent	Calf	Total
Height (ft)	9	7.5	6	5	
Length (ft)	15	12	10	7	
Width (ft)	5	4	3	2	
Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescence	Calf	Total
Herd 1	1	6	5	6	18
Herd 2	1	9	6	3	18
Herd 3		6	0	2	8

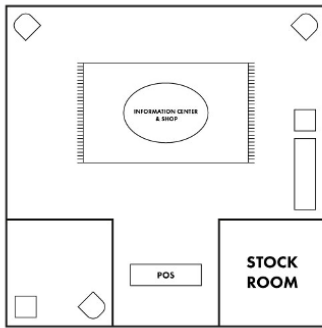
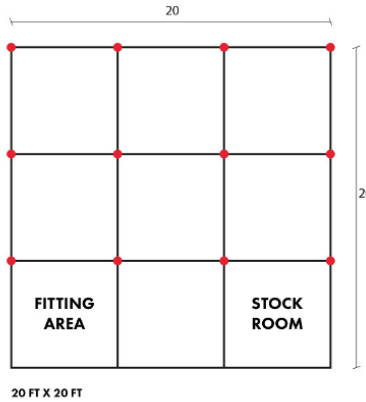
Signage Type	Herd Story Billboard	For Sale Sign	Plaque	Campaign Billboard
Height (mm)	1040 mm	644 - 694 mm	200 - 250 mm	1040 mm
Width (mm)	1560 mm	420 mm	200 mm	1560 mm
Location	1 per elephant herd - place alongside herd	1 per elephant herd - place alongside herd	1 per elephant - placed alongside elephant	See adjacent plan



Information Tent:

An important aspect of our campaign is to provide a space for the public to pause, engage in discussion with the Elephant Family team and find out more information about the organizations and projects that the fundraising efforts will support.

Accompanying the Salve Regina University Herds, our aim would be to erect an Information Center / Shop in partnership with Love Brand & Co, in the form of a tent and 4 freestanding umbrellas and 8 deck chairs. Alongside the information, we will also showcase the campaign's fundraising merchandise – t-shirts, caps, keyrings etc. The proposed tent is 20'x20' 13 high. The Love Brand & Co Tent will be De-installed on September 3rd.

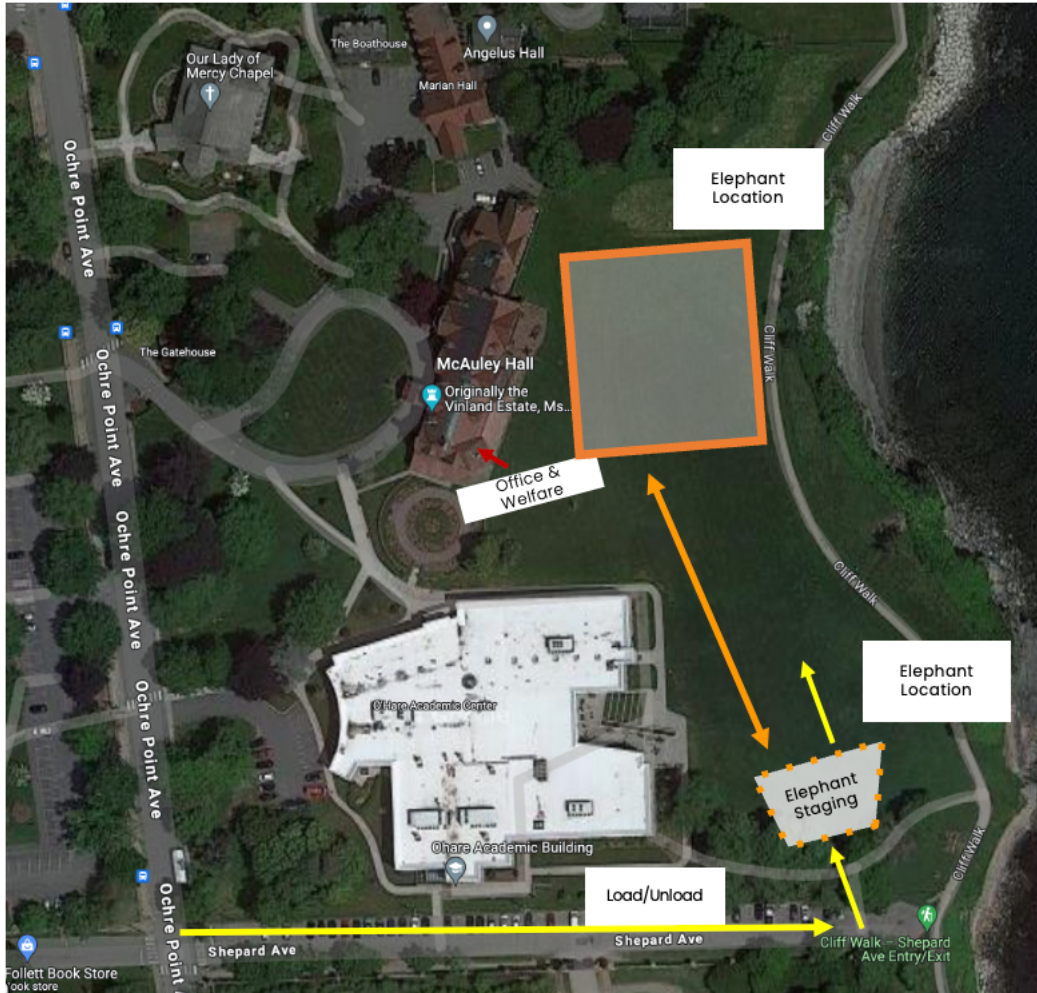


20' x 20' x 13ft



During the construction and de-rig of the exhibition, a safe and secure working area will be established to ensure asset protection, worker safety, and public safety. The work area will be immediately next to Shepard Ave on the Lawn of Salve Regina University where the elephants will be received, offloaded, staged, and prepared for moving. The aim is for four tractor trailers

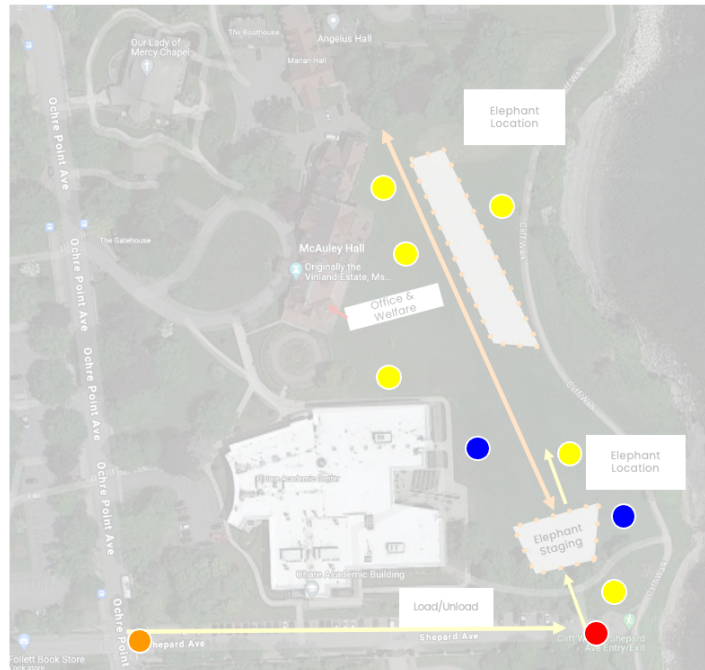
to unload cargo from nose to tail along Shepard Avenue. A forklift or Lull will transport the elephants from the trucks to the designated staging zone. IBI Logistics will use Shepard Ave a primary access point. As seen in the diagram below:



All movements will be subject to having a signaler guiding and always assisting. When it is not safe to allow pedestrian free flow access, a clear temporary diversion route around the work area will be maintained, but it is the priority of Elephant Family to ensure clear public pedestrian routes are maintained, using existing pathway routes, rather than block them and divert. The public access to the Cliff Walk will always be maintained. See diagram Below:

Salve Regina University Install/Derig SECURITY Plan

- EF Locations Mgmt. (Weather Warden) (D/N)
- JFA Security (D/N)
- SALVE Traffic Lockup (D)
- Day Traffic/Crowd (D) Acting as Crowd Mgmt
- Engineer Sup.
- Locations Security



These areas will be secured by Elephant Family Stewards and Salve Regina Campus Security. The work area should not impact upon the public wishing to get from A to B, as all nearby pathways can be kept clear. Elephant sculptures will be moved from A to B using forklifts, from the staging areas, with signalers in use always. At the start of each day, before any movements are made, the routes will be checked for low hanging or damaged trees / branches.

Once all elephant sculptures are secured and signed-off by IBI and McLaren as ‘structurally safe’ Security / Stewards will open access to surrounding area. Elephant Family contractors, stewards and volunteers will be close to the sculptures for the exhibition window.

Welfare facilities for staff will be in McAuley Hall as shown in the diagram above.

Day to day management of the Salve Regina University herds will be managed by Elephant Family’s Project and Duty Manager, as well as the volunteers who will be recruited and trained by Elephant Family prior to their attendance onsite. There will be two team leaders and six volunteers onsite during The Salve Regina load and unload period and one team leader and three volunteers during the live phase.

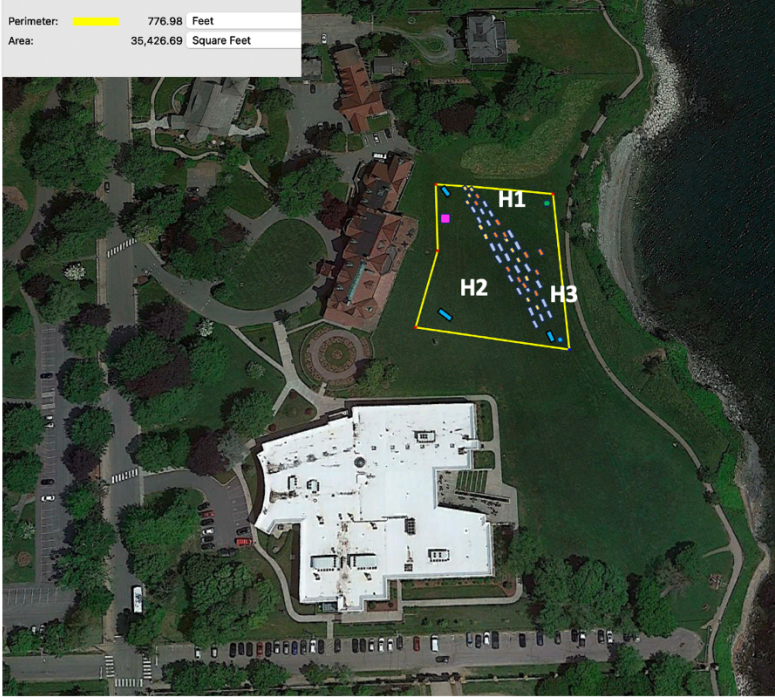
A Security contractor from JFA Security & Consulting will remain with the Salve Regina University herd from 8:00 P.M. 8:00 A.M. every evening to maintain the sculptures and pedestrian’s safety.

Salve Regina University Elephant Type and Location (Subject to Change, Not to scale)

- Adult Male / Tusker
- Adult Female / Matriarch
- Adolescent
- Calf
- ★ Campaign Overview Sign
- Herd Story Sign
- For Sale Sign
- Love Brand Info/ Store Tent

*Dimensions Subject to Change

Sculpture Dimensions					
Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescent	Calf	
Height (ft)	9	7.5	6	5	
Length (ft)	15	12	10	7	
Width (ft)	5	4	3	2	
Elephant Type					
Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescent	Calf	Total
Herd 1	1	6	5	6	18
Herd 2	1	9	6	3	18
Herd 3		6	0	2	8
Signage Type					
Signage Type	Herd Story Billboard	For Sale Sign	Plaque	Campaign Billboard	
Height (mm)	1040 mm	644 - 694 mm	200 - 250 mm	1040 mm	
Width (mm)	1560 mm	420 mm	200 mm	1560 mm	
Location	1 per elephant herd - place alongside herd	1 per elephant herd - place alongside herd	1 per elephant - placed alongside elephant	See adjacent plan	



Salve Regina University Operational OVERNIGHT SECURITY Plan

- Adult Male / Tusker
- Adult Female / Matriarch
- Adolescent
- Calf
- ★ Campaign Overview Sign
- Herd Story Sign
- For Sale Sign
- Love Brand Info/ Store Tent

*Dimensions Subject to Change

Sculpture Dimensions					
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Length (ft)	15	12	10	7	
Width (ft)	5	4	3	2	
Elephant Type					
Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescent	Calf	Total
Herd 1	1	6	5	6	18
Herd 2	1	9	6	3	18
Herd 3		6	0	2	8
Signage Type					
Signage Type	Herd Story Billboard	For Sale Sign	Plaque	Campaign Billboard	
Height (mm)	1040 mm	644 - 694 mm	200 - 250 mm	1040 mm	
Width (mm)	1560 mm	420 mm	200 mm	1560 mm	
Location	1 per elephant herd - place alongside herd	1 per elephant herd - place alongside herd	1 per elephant - placed alongside elephant	See adjacent plan	

- EF Locations Mgmt. (Weather Warden) (D/N)
- JFA Security (N)
- SALVE Traffic Lockup (D)
- Day Traffic/Crowd (D) Acting as Crowd Mgmt
- Locations Security



3.3 THE BREAKERS - METHOD

The Breakers will accommodate 26 (*subject to change*) elephants, arranged as shown below. Installation will take place on July 1st, 2024, De-installation is likely to take place on September 6th, 2024. The 26 Elephants will be separated into three herds.

Signage Size: 1x Tri-folding sign H: 74.01575” x W: 68.50394”

Signage Content: Yet to be finalized but will include exhibition key messages on human wildlife coexistence; partnership information with The Breakers, Art & Newport and Save the Bay. There will also be signage located at the Breakers welcome center. Changes to signage will be communicated as the specification is developed and agreed to by all stakeholders.

Breakers Elephant Type and Location (Subject to Change, Not to scale)

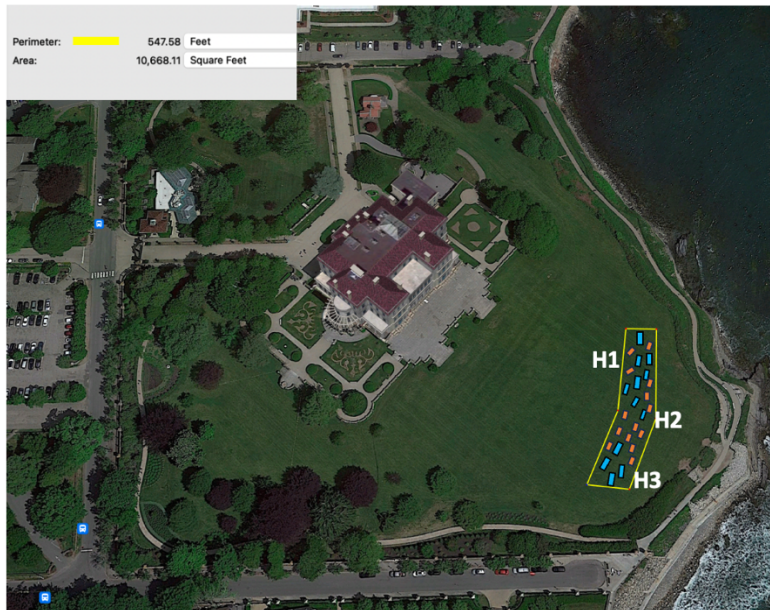
- Adult Male / Tusker
- Adult Female / Matriarch
- Adolescent
- Calf
- ★ Campaign Overview Sign
- Herd Story Sign
- For Sale Sign

Sculpture Dimensions

Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescent	Calf
Height (ft)	9	7.5	6	5
Length (ft)	15	12	10	7
Width (ft)	5	4	3	2

Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescence	Calf	Total
Herd 1	6	0	3	0	9
Herd 2	2	0	7	0	9
Herd 3	4	0	4	0	8

Signage Type	Herd Story Billboard	For Sale Sign	Plaque	Campaign Billboard
Height (mm)	1040 mm	644 - 694 mm	200 - 250 mm	1040 mm
Width (mm)	1560 mm	420 mm	200 mm	1560 mm
Location	1 per elephant herd - place alongside herd	1 per elephant herd - place alongside herd	1 per elephant - placed alongside elephant	See adjacent plan



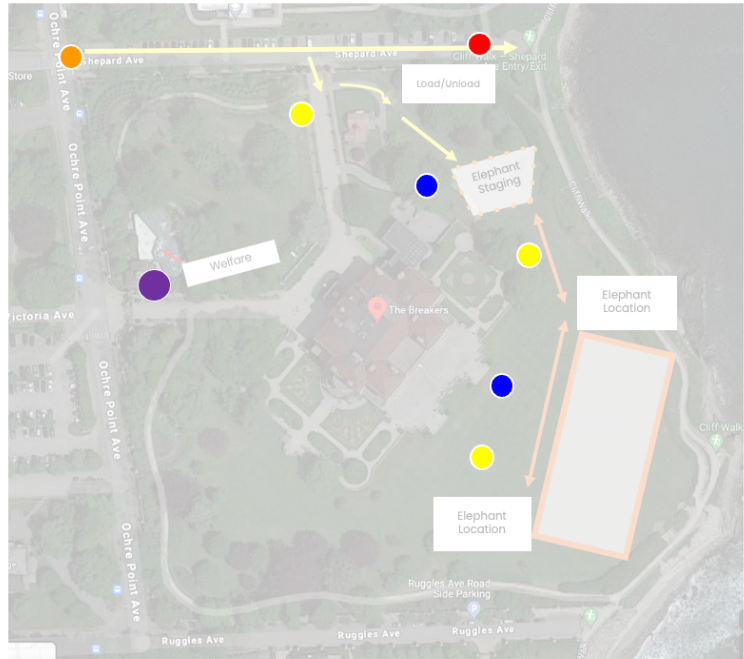
Loading and unloading for the Breakers Herds will take place from Shepard Ave, at the entrance of the North Gate. A Lull will move the elephants to a designated staging area between the main lawn and the North Gate. To ensure public safety, the lawn areas will be closed off while the elephant sculptures are unloaded into the grounds. This procedure will follow a similar process to the Salve Regina University installation method.



Stewards / security will maintain a safe boundary while machinery is used. Once the elephant sculpture is unloaded and the machinery hazard is removed, the lawn can be re-opened, and then closed again on the next unload. Elephants will be moved to their destination by forklift, again always using signalers. Before initial movements, the routes will be checked for low hanging or damaged trees / branches.

Breakers Install/Derig SECURITY Plan

- EF Locations Mgmt (Weather Warden) (D/N)
- JFA Security (N)
- SALVE Traffic Lockup (D)
- Day Traffic/Crowd (D) Acting as Crowd Mgmt
- Engineer Sup.
- Locations Security



One separate safe working areas will be established on the lawn to ensure asset protection and public safety. Again, a combination of stewards / security will be deployed to maintain the sterility of the area. Signage, as described for The Salve Regina University Method will be installed with each herd. As Seen in the Diagram Above.

The welfare facility for The Breakers will be at the Breakers Visitors Center, near Ochre Point Ave.

Day-to-day management of The Breakers herds will be managed by The Breakers Staff themselves. Elephant Family Project and Duty manager will be in close contact with The Breakers to troubleshoot any issues that arise over the course of the exhibition.

Overnight Security will be maintained by The Preservation Society’s Security Staff, The Breakers Gates will be locked and unlocked during the Breakers regular operation Schedule.

Breakers Operational OVERNIGHT SECURITY Plan

- Adult Male / Tusker
- Adult Female / Matriarch
- Adolescent
- Calf
- Campaign Overview Sign
- Herd Story Sign
- For Sale Sign

Sculpture Dimensions

Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescent	Calf
Height (ft)	9	7.5	6	5
Length (ft)	15	12	10	7
Width (ft)	5	4	3	2

Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescence	Calf	Total
Herd 1	6	0	3	0	9
Herd 2	2	0	7	0	9
Herd 3	4	0	4	0	8

Signage Type	Herd Story Billboard	For Sale Sign	Plaque	Campaign Billboard
Height (mm)	1040 mm	644 - 694 mm	200 - 250 mm	1040 mm
Width (mm)	1560 mm	420 mm	200 mm	1560 mm
Location	1 per elephant herd placed along side head	1 per elephant herd placed along side head	1 per elephant placed along side elephant	See adjacent plan

- EF Locations Mgmt. (Weather Warden) (D/N) JFA Security (N)
- SALVE Traffic Lockup (D)
- Day Traffic/Crowd (D) Acting as Crowd Mgmt
- Engineer Sup.
- Locations Security



3.4 THE ROUGH POINT - METHOD

As our chosen Press Partner, Rough Point will be executed in two phases. Phase One is scheduled for June 29th, 2024, during which all 104 elephants will be installed to capture the opening press events and photography on June 30th, before being allocated to The Breakers, Salve Regina University, and The Great Friends Meeting House.

Phase Two will commence once the elephants are redistributed on July 1st, with Rough Point accommodating 26 (*subject to change*) Elephant Sculptures. The Rough Point Sculptures will then be de-installed on September 6th, 2024. The diagram below outlines the composition of the Phase Two herd.

Signage Size: 1x Tri-folding sign H: 74.01575” x W: 68.50394”

Signage Content: Yet to be finalized but will include exhibition key messages on human wildlife coexistence; partnership information with The Breakers, Art & Newport and Save the Bay.

Additionally, EF will have small folding signs inside the Rough Point Museum offering additional information on the sculptures.

Changes to signage will be communicated as the specification is developed and agreed to by all stakeholders.

Rough Point Elephant Type and Location (Subject to Change, Not to scale)

- Adult Male / Tusker
- Adult Female / Matriarch
- Adolescent
- Calf
- ★ Campaign Overview Sign
- Herd Story Sign
- For Sale Sign

Sculpture Dimensions

Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescent	Calf
Height (ft)	9	7.5	6	5
Length (ft)	15	12	10	7
Width (ft)	5	4	3	2

Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescence	Calf	Total
Herd 1	1	6	0	3	10
Herd 2		8	0	3	11
Herd 3	1	8	0	4	13

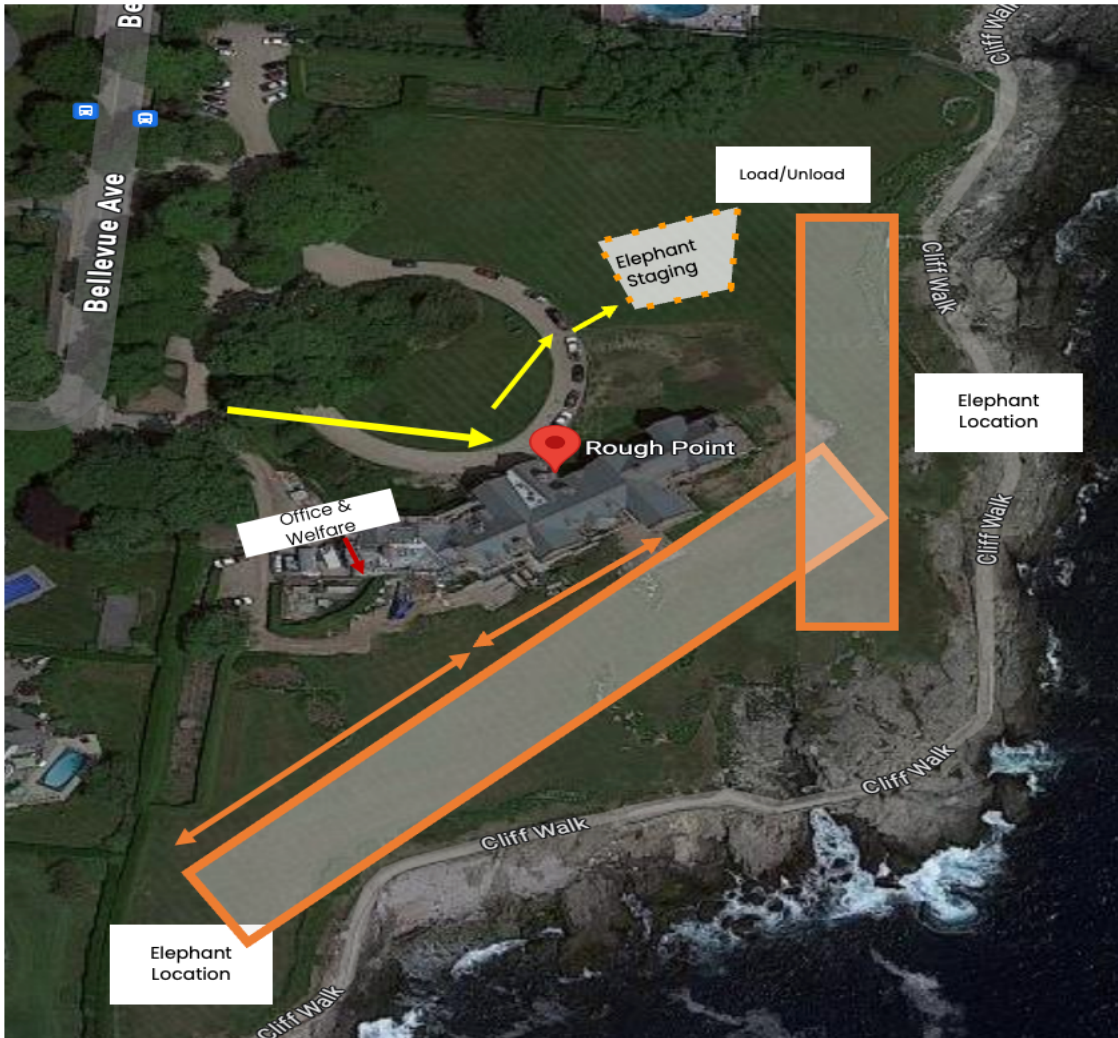
Signage Type	Herd Story Billboard	For Sale Sign	Plaque	Campaign Billboard
Height (mm)	1040 mm	644 - 694 mm	200 - 250 mm	1040 mm
Width (mm)	1560 mm	420 mm	200 mm	1560 mm
Location	1 per elephant herd - place alongside herd	1 per elephant herd - place alongside herd	1 per elephant - placed alongside elephant	See adjacent plan



Trucks will arrive and proceed along Bellevue Ave to unload/load cargo within the Rough Point Grounds. The objective is to have two trucks unload nose-to-tail at the Rough Point roundabout. A Lull will be utilized to move elephants off the trucks through the north gate along Bellevue Ave, with additional unloading at the South Gate to accommodate larger statues.

An additional compound will be set up on the Rough Point Lawn, requiring plywood decking to support Lull tires and protect the grass. Stewards and security will manage intermittent changes to pedestrian and cyclist flow.

To ensure safety during operations, stewards/security personnel will maintain a safe boundary while machinery is in use. Once the elephant is unloaded and the machinery hazard is eliminated, the lawn will be reopened, only to be closed again for the next unload.



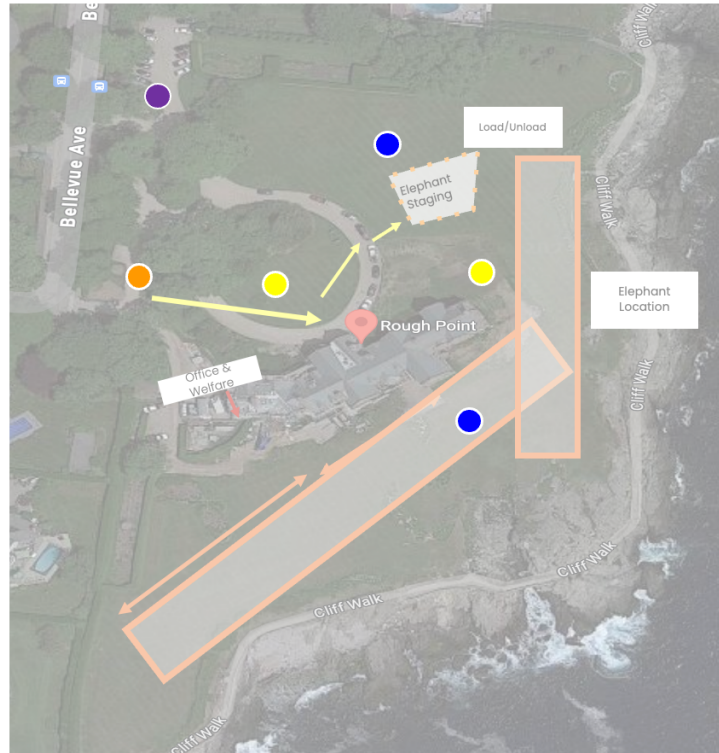
Elephants will be transported to their destinations via forklift or lull, with signalers always present. Before any movement, routes will be inspected for obstacles such as low-hanging or damaged trees/branches.

Designated safe working areas will be established on the lawn to protect assets and ensure public safety. Stewards/security personnel will be deployed to uphold cleanliness and safety in these areas. Signage, as described in The Salve Regina University Method, will be installed with each herd.

Operators/signalers will supervise all movements, and safe working areas will be delineated around the unloading point and the herds during erection. As seen in the diagram below:

Rough Point Install/Derig SECURITY Plan

- EF Locations Mgmt. (Weather Warden) (D/N)
- JFA Security (N)
- SALVE Traffic Lockup (D)
- Day Traffic/Crowd (D) Acting as Crowd Mgmt
- Engineer Sup.
- Locations Security



The day-to-day management of Rough Point herds will be overseen by Rough Point Staff who will be trained by EF to interact with guests about the elephants. Each day, there will be one rotating team leader present at Rough Point during the live phase, as illustrated in the diagram above.

Overnight security will be provided by The Newport Restoration Foundation security staff. Rough Point gates will be locked and unlocked according to Rough Points regular operating schedule. Please see below for the Overnight Security Plan.

Rough Point Operational OVERNIGHT SECURITY Plan

- Adult Male / Tusker
- Adult Female / Matriarch
- Adolescent
- Calf
- Campaign Overview Sign
- Herd Story Sign
- For Sale Sign

Elephant Type	Adult Male/ Tusker	Adult Female/ Matriarch	Adolescent	Calf	Total
Herd 1	1	6	0	3	10
Herd 2		8	0	3	11
Herd 3	1	8	0	4	13

Signage Type	Herd Story Billboard	For Sale Sign	Plaques	Campaign Billboard
Height (mm)	1000mm	661-884mm	200-250mm	1000mm
Width (mm)	1500mm	420mm	200mm	1500mm
per elephant	1 per elephant	1 per elephant	1 placed	See adjacent plan
herd - place	herd - place	place	place	
signage	signage	signage	signage	
herd	herd	herd	herd	

- EF Locations
- Mgmt. (Weather Warden) (D/N)
- JFA Security (N)
- SALVE Traffic Lockup (D)
- Day Traffic/Crowd (D) Acting as Crowd Mgmt
- Engineer Sup.
- Locations Security



3.5 THE GREAT FRIENDS MEETING HOUSE - METHOD

As a marking point for the exhibition in Newport center, Great Friends Meeting House will accommodate one elephant. The installation is scheduled for July 1st. De-installation will likely commence on September 6th, 2024. This installation will utilize a smaller auxiliary truck to deliver and install the elephant. The unit will be accompanied by one signaler and three operators to assist with offloading, along with one team manager to coordinate with stakeholders.

Signage Size: 1x Tri-folding sign H: 74.01575” x W: 68.50394”

Signage Content: Yet to be finalized but will include exhibition key messages on human wildlife coexistence; partnership information with The Breakers, Art & Newport and Save the Bay.

Changes to signage will be communicated as the specification is developed and agreed to by all stakeholders.

**The Great Friends Meeting House
Elephant Type and Location (subject to change, Not to scale)**

- Adult Male / Tusker
- Adult Female / Matriarch
- Adolescent
- Calf
- Campaign Overview Sign
- Herd Story Sign
- For Sale Sign

Sculpture Dimensions

Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescent	Calf
Height (ft)	9	7.5	6	5
Length (ft)	15	12	10	7
Width (ft)	5	4	3	2

Elephant Type	Adult Male / Tusker	Adult Female / Matriarch	Adolescent	Calf	Total
Herd 1	1				1

Signage Type	Herd Story Billboard	For Sale Sign	Plaque	Campaign Billboard
Height (mm)	1040 mm	644 - 694 mm	200 - 250 mm	1040 mm
Width (mm)	1560 mm	420 mm	200 mm	1560 mm
Location	1 per elephant herd - place alongside herd	1 per elephant herd - place alongside herd	1 per elephant - placed alongside elephant	See adjacent plan

*Dimensions Subject to Change



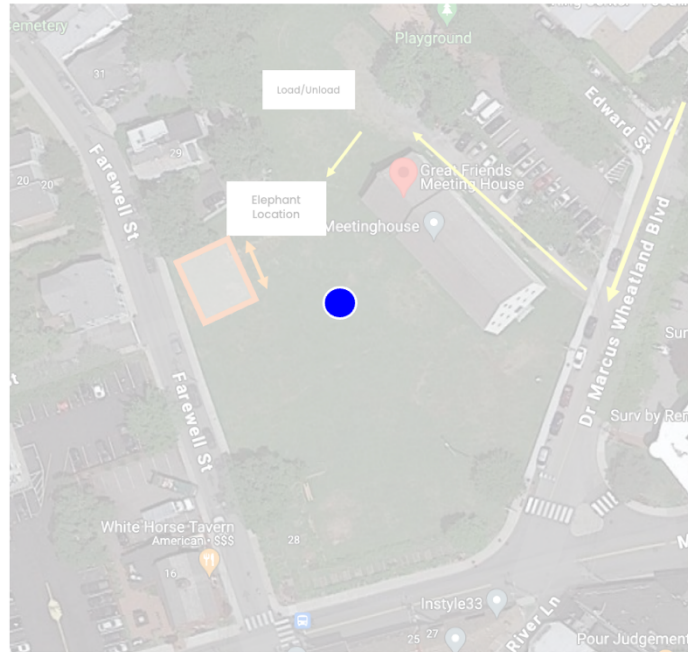
The auxiliary truck will access Great Friends Meeting House parking lot via Dr. Marcus Wheatland Blvd. The truck will then proceed across the lawn to install the elephant.

No additional security or volunteers will be stationed at Great Friends Meeting House.



**The Great Friends Meeting House
Install/Derig SECURITY Plan**

- EF Locations Mgmt. (Weather Warden) (D/N)
- JFA Security (N)
- SALVE Traffic Lockup (D)
- Day Traffic/Crowd (D) Acting as Crowd Mgmt
- Engineer Sup.



**3.6 OUTLINE PRODUCTION SCHEDULE – ALL LOCATIONS – INSTALL
(Subject to Change)**

Time (Dur.) Subject to Change	Item
	Day 1 – June 29th 2024
6:00AM- 6:00PM	<p>EF Team and 8X IBI operators mobilize at Storage Location</p> <p>Using A Storage Facility Transport team will ferry Statues to Rough Point via 4 flatbed trucks on 60 min intervals</p> <p>GEM Signage Delivery, Installed at Rough Point</p> <p>Statues are secured into the ground using ground anchors by 4X IBI Operators</p> <p>While 4X trucks unload at location, 4X trucks are loaded at storage facility.</p> <p>Security Coverage Commences</p>
	Day 2 - June 30, 2024,

	<p>Statues remain at Rough Point for the Evening <i>This measure is to avoid creating any traffic jams on final day of Seniors Golf Tournament</i></p>
	<p>Day 3 –July 1, 2024</p>
<p>5:00AM-6:00pm</p>	<p>Dispatch Elephants from Rough Point to Salve Regina University, Breakers, and Great Friends Meeting House for Install Salve Regina University Campus Safety blocks off Shepard Ave 4x Flatbed Tractor Trailers Load at Rough Point and drive to Shepard Ave for duration of install. On 60-minute intervals, elephants arrive via 4x 40’ trailers, 1 Truck. Vehicles drive along Bellevue Ave to Shepard Ave, 1x Forklift offload into compound on Salve Lawn and Breakers Lawn. If possible and as required, 1x forklift moves elephants to work zones to clear space in compound. Final Elephant will travel to Great Friends Meeting House via auxiliary truck for install. Site inductions for operational staff - all locations.</p>

3.7 OUTLINE PRODUCTION SCHEDULE – ALL LOCATIONS DE-INSTALL (Subject to Change)

Time (Dur.)	Item
	<p>Day 1 –September 4th, 2024,</p>
<p>6:00am-7:00PM</p>	<p>Transport Team Arrives in Newport Rendezvous at Newport Grand Casino Lot Dispatch to Breakers</p>
	<p>4x Flatbed Trucks unload along Ruggles Ave, park along for duration of derig.</p>

	<p>derig with 1x Forklift moving along pathways - always with Operators. Operators De rig ground anchors and bars On 60-minute intervals, elephants depart Breakers for nearby storage facility lot via 4x Flatbed Trucks, 1x Truck in cycles.</p>
	<p>signage derigs and collection.</p>
	<p>Rough Point Herd derig with 1x Forklift moving along pathways - always with Operator. On 60-minute intervals, elephants depart Breakers for nearby storage facility lot via 4x Flatbed Tractor Trailer in cycles.</p>
	<p>signage derigs and collection.</p>

Time (Dur.)	Item
	<p>Day 2 – September 5th 2024</p>
6:00AM-6:00PM	<p>Rough Point elephant derig with labor teams move elephants to paths. 1x Forklift driving pathways - always with Operator. Vehicles drive along back side of CG, 1x manitous load through gates onto 4X trucks. On 60-minute intervals, elephants depart via 4x 40’ trailers, 1X Trucks</p>
	<p>4x Flatbed Trucks depart Rough Point after last elephants depart. Great Friends Meeting House Derig</p>
	<p>Day 3 – September 6th 2024</p>
	<p>Transport Team Commences Salve Regina University Derig 4x Flatbed Trucks Park along Shepard Ave remain for duration of de install. 1 Forklift and 8 operators de rig ground anchors and bars Forklift transfers elephants onto Trailers on 30-minute intervals to nearby storage facility lot</p>

Section 4 - Sculpture Securing Methods / Engineering Plans

Elephant sculptures will be handled with great care. They are not lifted from the tails, trunks or tusks. They are stable without fixings for a brief period during install but must be stabilised using fixings when in public areas. When installed outdoors, ballast, ground anchors and steel bars will be used for stability.

Equipment supplied with each Elephant.

- 1 Elephant
- 4-8 Steel tubular bars
- 4-8 ground anchors
- Ballast with total weights based on wind speed.

Installation equipment options for all Elephants

Grass Fixing options:

- Option 1 – Tubular bars and Ground Anchors
- Option 2 – Ground Anchors and Tornado wire with fixings

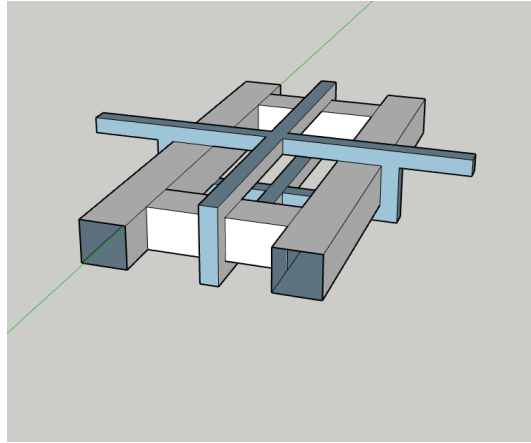
Hard-Standing options:

- Option 1 – Tubular bars and ballast

Equipment choices for Loading/Offloading and Installation

- Option 1 – 4-6 man carry.
- Option 2 – Tele handler / Forklift / Hiab with slings
- Option 3 – Rolling Foot Mounts

Methods for Fixing Ground Anchors



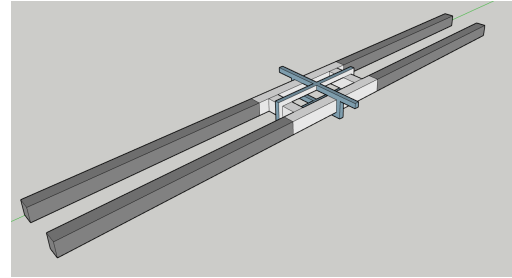
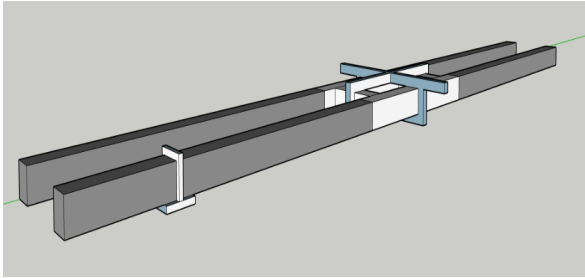
Each elephant foot has welded in steel fixing to attach ground anchors/steel bars

Methods for Fixing Ground Anchors Calves



Calf foot has welded in steel loop to attach ground anchors/ chains / Wire

GRASS OR CONCRETE METHOD



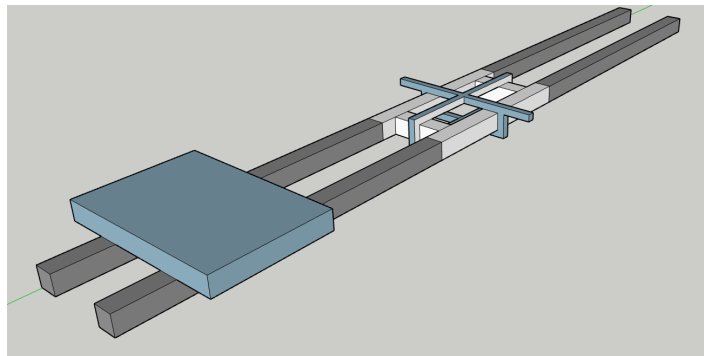
4-8 Steel tubular bars attached to each foot mount

HARD SURFACE OPTION

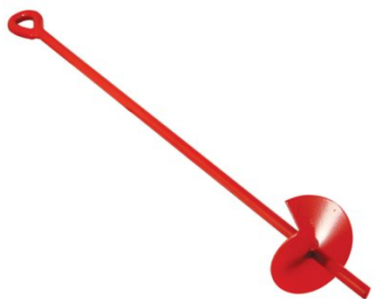
Each metal bar is weighted down with ballast weights based on wind speed calculations per location, size and weight of elephants



Tornado Wire to secure bars and ground anchors



Hard-Standing options: Tubular bars and Ballast



Mouse over image to zoom.

30" Auger Earth Anchor w / 4" Helix, Painted, 1 / 2" rod

Product Code:HELIX30-4

Professional Grade Earth Anchor

- Helix OD: 4"
- Length: 30"
- Rod Diameter: 1/2"
- Finish: Painted
- Approx. Holding Capacity (see notes): 2,400 lbs.*
- Shipping Weight: 2.5 lbs.
- Solid steel/reusable.

Please see the following initial draft submitted by McLaren Engineering, this is the first draft. However, the engineering firm is updating their calculations and renderings to fit the most-to-date site plans.

Section 5 – Health, Safety & Welfare Arrangements

Elephant Family is aware of their responsibility for ensuring the health, safety, and welfare of all persons, including employees, volunteers, visitors, etc., to the installation, and during all phases of the exhibition including the build, live event, and the breakdown.

It is recognized that all persons have a responsibility to undertake their activities in such a manner to ensure the safety of themselves and those others who may be affected by their undertakings, and these responsibilities are outlined in detail within the Organizational Arrangements.

5.1 EVENT SAFETY MONITORING & INSPECTIONS

Site inspections will be undertaken by the Project Manager and Duty Manager daily throughout the entire campaign, as well as by the Engineering Consultant during the build and de-rig phases. Additionally, and where required, further inspections of the site and infrastructure may be undertaken by third parties / statutory bodies including Government authorities, Police, the Venue Stakeholders.

Final checks will be scheduled and made by Elephant Family's Duty Manager and the other relevant key stakeholders prior to commencing the event.

All accidents or incidents will be reported to Elephant Family's Duty Manager in a timely manner reflecting the incident's severity. Where required accidents will be investigated and reported to the appropriate authorities.

5.2 FIRE SAFETY

In accordance with relevant code and / or safety protocols, Elephant Family's Duty Manager will ensure access to an appropriate number of fire extinguishers across the sites.

The fire risk within and beside the sculptures is low to very low considering that no ignition source will be present. The plant materials used to construct the sculptures is inflammable and no further treatment is deemed necessary.

The following measures shall be communicated and enforced to assist in the control of fire risk:

- Smoking & Vaping will not be permitted in any enclosed or substantially enclosed structure. There will be no smoking areas created so as not to encourage any sort of gathering or reason to congregate in groups.
- No drapes, curtains, marquees, scrim cloths, or other materials are being used in any infrastructure.
- Persons who may be called upon to use fire-fighting equipment on site will be trained to a suitable standard. The Project Manager will ensure this is carried out during the initial site induction.
- The use of fire-fighting equipment to tackle a fire is considered an emergency first response measure only and will only be attempted if it safe to do so. Any fire, however small, and even if extinguished, will be reported immediately via 911, and Elephant Family's Duty Manager informed immediately.
- There are no heaters or fireworks scheduled.
- Both welfare facilities will be equipped with additional fire extinguishers.

5.3 TEMPORARY STRUCTURES, STAGES, BARRIERS & INFRASTRUCTURE & MOUNTINGS (Subject to Change)

The only items which could be construed as temporary structures are the elephants themselves. Installation will be conducted by Elephant Family's appointed logistics partner, IBI, who have extensive experience in delivering and installing these specific sculptures on different ground surfaces. IBI, Elephant Family and the Engineer will work in lock step to ensure a smooth installation and a secure exhibition. Elephant Family will work with Bill Moore of the Building Department to ensure all temporary building permits are submitted promptly before operation.

Stability calculations have been carried out by McLaren Engineering.

All mounting and fixing calculations have been based on a maximum wind loading of $(Q_z) = 23$ PSF at a height of 10 FT.

- 130MPH Strength-Level Basic with speed of 0.8 Reduction Multiplier
- RISK CATEGORY: II
- WIND EXPOSURE CATEGORY:D

Use of ground anchors has been approved by Newport stakeholders, in line with submitted structural calculations.

- Each leg will have 8 ground anchors on the largest elephants (adult male/tusker, large Adolescence)
- All other elephants will have 4 ground anchors on each leg.
- Each ground anchor will be no less than 30" embedded length.

- Each Ground Anchor has the holding capacity of 2,400 lbs.

5.4 ELECTRICAL SAFETY

Any necessary electrical work at the event will be conducted under the supervision and control of a competent electrician. Following the completion of any electrical installation, the electrician will test the electrical distribution systems and provide electrical sign-off certificates as necessary.

Temporary electrical sign-off forms specified in BS 7909 will be utilized for signing off installed electrical distribution systems. These sign-off certificates will be held by the Elephant Family's Duty Manager and made available for inspection upon request.

All temporary electrical installations, including facility generators, will be shielded from public view and secured to prevent unauthorized access. Hand-held electrical tools, when used, should either be 110v or battery-operated. In cases where this is not feasible and for other hand-held equipment, residual current devices with a 30mA tripping current and a maximum operating time of 30 milliseconds will be used, incorporating test buttons.

Cabling for the Love Brand Tent at Salve Regina University will be positioned away from pedestrian or vehicle circulation routes to the extent reasonably practicable. Additionally, it will be covered with suitable cable ramps, matting, or similar protective measures where necessary.

5.6 GAS SAFETY

There is no requirement for any contractor or supplier to be using gas of any description. Apart from operating Forklifts and Trucks.

5.7 WORKING AT HEIGHT

Installation of certain aspects of the event, particularly the elephant installation, may involve working at height, with the use of ladders.

Elephant Family defines "work at height" to mean any work in any place where, if precautions were not taken, a person could fall a distance liable to cause personal injury. Working at height definition for this exhibition's purposes includes:

- work above ground/floor level.
- could fall from an edge, through an opening or fragile surface or
- could fall from ground level into an opening in a floor or a hole in the ground.

For this exhibition's purposes, work at height does not include a slip or a trip on the level, as a fall from height must involve a fall from one level to a lower level. Nor does it include walking up and down a permanent staircase in a building.

All work at height will be planned and executed by competent people in accordance with the provisions of the Work at Height Regulations.

5.8 MACHINERY

As previously described within the Method of Operations for each site, it will be necessary to use forklifts and/or telehandlers. IBI Logistics will provide competent operators.

A person will not operate mobile equipment unless the person:

- Has received adequate instruction in the safe use of the equipment and such training is documented.
- Has certification, if certification to operate equipment is required (Forklift, etc.)
- Has demonstrated competency in operating the equipment,
- And is familiar with the operating instructions for the equipment.

The operator of mobile equipment will operate the equipment safely, maintain full control of it, and comply with the laws governing its operation. Equipment will be used and maintained in accordance with the applicable Health & Safety Regulation for that equipment or machinery.

Mobile Equipment Operation Standards

Mobile equipment in which the operator cannot directly or by mirror or other effective device see immediately behind the machine will have an automatic audible warning device which.

- Activates whenever the equipment controls are positioned to move the equipment in reverse, and if practicable, is audible above the ambient noise level.

Mobile equipment used from 1/2 hour after sunset to 1/2 hour before sunrise, or when persons or vehicles are not discernible at 500 ft, will have and use lights to adequately illuminate.

- The direction of travel, the working area about the mobile equipment, and the cab instruments.

Buckets, forks, booms, hoists, and other load handling attachments will only be installed on mobile equipment as specified by the equipment manufacturer or when certified by a professional engineer for use on the equipment. The installation specified by the equipment manufacturer or certified by the professional engineer under subsection (1) for hoists or load handling attachments must:

- Include instructions for safe use of the equipment with the load handling attachment and provide for the evaluation of the stability of the equipment, including the effect of load swing.

Mobile equipment designed and used for lifting, hoisting or similar operations will have a permanently affixed notation, legible and visible to the operator, stating the rated load of the equipment.

- A load chart will be displayed in the operator's cab if the rated load varies with the reach of the equipment.
- The operator of mobile equipment will be the only worker permitted to ride the equipment unless the equipment is a worker transportation vehicle meeting the requirements.
- The operator of mobile equipment will not leave the controls unattended unless the equipment has been secured against inadvertent movement.

Any grapples or tongs or buckets on mobile equipment will be landed in a safe position before the equipment controls are left unattended. Keys will always be removed from mobile equipment when left unattended. The operator will not leave unattended any elevated load, part, extension, or machine, unless it has been immobilized and secured against inadvertent movement. If a worker is required to work beneath an elevated part of mobile equipment, the elevated part will be securely blocked. Hydraulic or pneumatic jacks will not be used for blocking unless fitted with devices to prevent their collapse in case of loss of hydraulic or pneumatic pressure.

Designated Walkways

Where practicable, designated walkways will be used to separate pedestrian traffic from areas of operation of mobile equipment. If it is impracticable, when moving the sculptures, to provide designated walkways, adequate safe work procedures to minimize the possibility of collision must be used in hazardous work areas, including:

- The use of a traffic control system.
- Enforcement of speed limits for mobile equipment requirement for the pedestrian and the mobile equipment operator to acknowledge each other's presence before the pedestrian proceeds through the hazardous area, or other effective means such as stewarding.
- In areas where lift truck use is separated from pedestrian traffic, a lift truck may travel forward with an elevated load if such operation will improve the operator's view of the path of travel, provided that operating conditions are maintained to ensure vehicle stability and the specifications of the equipment manufacturer are not compromised.
- Elephant Family and IBI Logistics will work with workers / staff to ensure they are fully aware of their surroundings while in areas of vehicle movement and will desist from the use of mobile phones unless stationary in one safe place, i.e. sat down.

5.9 SITE & EMERGENCY LIGHTING

All build, de-rig and exhibition day schedules are set during daylight hours. However, if there is a requirement to extend the schedule during the build and de-rig, artificial lighting to provide a safe working environment for all those working will be provided. Any supplied and installed lighting will be secured to ensure stability, security, and to prevent unauthorized access.

5.10 SANITARY ARRANGEMENTS

Sanitary facilities for Elephant Family and its contractors involved in the build and de-rig is available utilizing facilities provided by the location's stakeholders. Temporary facilities will not be installed. Beyond what is already in place at the Breakers and Rough Point properties, there is no requirement to provide facilities for the public.

5.11 USE OF DRONES

On June 29th, a drone may be utilized to capture pictures of the entire herd at Rough Point. The drone will be operated by a trained pilot in compliance with the designated regulations for the area.

5.12 WASTE MANAGEMENT

During the exhibition phase of the campaign, no waste will be generated. During the build and break periods, it is acknowledged that some waste, primarily packaging materials, will be produced. All waste packaging will be removed from all sites by Elephant Family's Duty Manager, by ensuring that contractors clean up their own work-related waste and remove it themselves.

5.13 FOOD SAFETY

There will be no food offering or the provision of food at this event.

5.14 SPECIAL EFFECTS

There is no requirement for any special effects at this event.

5.15 DRUG & ALCOHOL POLICY

There is no provision for alcohol at this event. The use of drugs, including solvent abuse and alcohol can be disruptive, decrease productivity, adversely affect the ability of an individual to perform their duties, lead to unacceptable behavior and poses serious health and safety risks. As such Elephant Family operates a zero tolerance towards illegal substances.

Any concerns regarding the distribution or use of alcohol or illegal drugs will be reported to Elephant Family Duty Manager immediately. The possession, sale, distribution, use or being under the influence of illegal drugs is a criminal offence, and any such activities in the workplace will be grounds for instant dismissal and the matter will be reported to the Police.

Workforce members who use medically prescribed or over-the-counter drugs, will be advised to first check the potential for side effects which may impair their safety or the safety of others, with the prescribing Doctor or pharmacist.

5.16 ACCIDENTS AND INCIDENTS

The following definitions will be used:

ACCIDENT

Is defined as "any unplanned event that resulted in injury or ill health of people, or damage or loss to property, plant, materials or the environment or a loss of business opportunity".

INCIDENT (near miss)

Is defined as, "any event, which under slightly different circumstances, may have resulted in injury or ill health of people, or damage or loss to property, plant, materials or the environment or a loss of business opportunity".

Any employee, volunteer, freelance worker, or contractor who suffers an accident or witnesses an incident (near miss), will ensure that the accident/incident is reported as soon as possible to their line manager and to Elephant Family's Duty Manager, who will record the matter.

An "Accident / Incident Report Form" will be completed. An Accident / Incident Book will be maintained by Elephant Family's Duty Manager. The response to each accident / incident is dependent upon the severity, i.e. minor or major. Major Accidents are any incident requiring the help of an external emergency agency (fire, police, medic, etc.). In the case of a major incident the first call will always be to 911. The second call will be to Duty Manager.

Minor accidents / incidents are those that involve first aid intervention but classed as not severe and not requiring external assistance. In the case of a minor incident, the first call will (during build and break) be to EF's Duty Manager. During exhibition days, the first call will be to Elephant Family's Duty Manger / Project Manager onsite.

The accident / incident report form requires the collection of information relevant to the accident/ incident, e.g.:

- Who was involved in the Accident / Incident?
- Details of any witnesses to the Accident/ Incident.
- The nature of the injuries and/or damage that occurred.
- The precise location of the Accident / Incident.
- Exactly what this person was doing at the time of the Accident / Incident.
- The conditions at the time of the Accident / Incident (e.g. lighting, weather, etc.).
- Exactly what happened?

More information can be added later if required.

Any employee, contractor or freelance worker who suffers any injury, however small, or is involved in any incident, will ensure that the accident is reported and recorded as soon as possible. Elephant Family understands the importance of logging and tracking these events to comply with legal standards.

4.17 ACCIDENT / INCIDENT REPORT FORM

Please complete the below information for accidents, incidents and near misses

About the person who had the accident			
Full Name			
Local Address			
Zip code		Age if under 16	
Occupation			

What was the person doing when the accident, incident or near miss happened?	
--	--

About the Accident – when and where			
Date it took place		Time	
Where it took place, room or location.			

About the Accident – what happened – Provide photos of the injury if the casualty gives consent.	
How did the accident happen? What was the cause?	
If there were any injuries – what were they?	
Details of Treatment.	

Immediate Action Taken:	
-------------------------	--

Were there any witnesses, please list with full contact details.

--

Details of the person reporting the accident (if not the same as above)

Full Name			
Local Address			
Zip code		Age if under 16	
Occupation			
Did you witness the accident?			
Signature		Date	

Date of follow up (if required)	
---------------------------------	--

Follow up conclusion.	
-----------------------	--

--	--

Investigator Details	
----------------------	--

Section 6 – Emergency Planning Arrangements

6.1 EMERGENCY PLAN

Event Alert State

To aid the Elephant Family’s Duty Manager and local stakeholders in monitoring the event sites, a simple three-tier system will be implemented. If the alert state is elevated, all members of the Elephant Family’s management team will be notified.

GREEN indicates.

No problems are reported. Operations proceed as normal.

AMBER indicates.

Issues have arisen that necessitate input from senior management of the event, diverting attention from ensuring a safe delivery. Extreme weather conditions are forecasted or imminent, and weather plans may need to be activated. All individuals need to be placed on standby, maintaining business as usual but with a heightened state of readiness to react as requested or directed.

RED indicates.

Based on advice from the senior representative of Elephant Family, who possesses relevant experience and competency, or with guidance from local council or event stakeholders who also possess such experience and competency, a situation may be graded as red. This could occur in response to a sudden, devastating incident such as a fire, severe weather, structural collapse, etc. Further details would be provided accordingly, but essentially, the event or specific parts of it may need to cease operations and prepare for evacuation as directed or required.

6.2 EVACUATION PLAN

If a full evacuation of any of the event sites is to be carried out, the event activities will stop and the following messaging will be relayed by security / stewards / Elephant Family staff, etc.

EMERGENCY EVACUATION ANNOUNCEMENT

“THIS IS A SAFETY ANNOUNCEMENT. DUE TO CIRCUMSTANCES BEYOND OUR CONTROL WILL YOU PLEASE LEAVE THE AREA AND FOLLOW THE INSTRUCTIONS AND GUIDANCE OF SECURITY AND STAFF”.

If the evacuation is contained to a specific localized area of the site, then a local evacuation of that area will take place under the control of the location Stakeholder's senior representative. If the situation is contained or resolved, then all those working will be informed and may return to their normal operational roles unless instructed otherwise.

Any evacuation of any venue is extremely unlikely and would be done by the emergency services. Elephant Family's Duty Manager would defer to the lead emergency and local Stakeholder to service and offer full support and assistance where requested.

6.3 Weather Action Plan (WAP)

Elephant Family recognizes the critical importance of planning for extreme weather conditions in the design and construction of temporary structures, particularly in outdoor settings.

Consequently, McLaren Engineering has developed a comprehensive Weather Action Plan (WAP) to ensure the safety of EF personnel and the public throughout every phase of the GEM installation. This plan will be shared with EF personnel and Location Stakeholders.

The plan includes continuous monitoring of wind speeds at the event site using Alert-Hub.org and Real-Time Lightning Map, as well as installing an anemometer at each location to track wind speeds.

Given the outdoor nature of the event, which involves structures such as signage, tents, and elephant art, it's essential to note that these structures do not adhere to the same criteria or standards as permanent buildings. Therefore, adverse weather conditions such as high winds, heavy rain, and thunderstorms could significantly impact the safety of all individuals and the infrastructures being utilized.

The aim of this plan is to provide guidance specifically related to:

- Strong Winds
- Heavy and Persistent Rain
- Thunder and Lightning

6.4 WIND

To keep structures lightweight, portable, and deployable within the timescales required for short duration events, reduced wind speed tolerances (compared to permanent buildings) are adopted for their design.

All equipment and assets installed will be affected by wind and conversely may adversely affect the wind speed tolerances of the installed structures. A range of factors will be considered when assessing the impact of wind speeds during the exhibition. Such factors include but are not limited to:

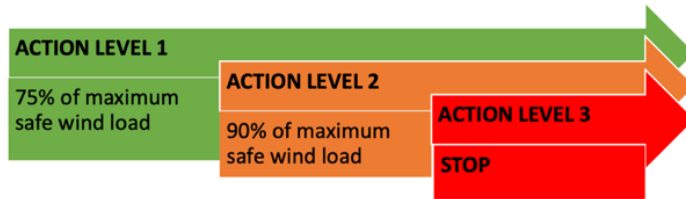
- Ensuring that it will be possible to evacuate all persons from the specific herd site / area.

- Knowledge of actions to be taken if the maximum gust speeds are exceeded and acknowledgment that it could cause structural failure.
- Implementation of load reducing measures.
- Installation of additional bracing and or kentledge.
- Mitigating effects of wind-blown debris.
- Implementation of exclusion zones.

A robust management plan will be implemented that includes details of monitoring wind conditions and the actions to be taken at pre-defined speeds. Please reference McLaren’s “Structural Stability of a ‘Herd’ of Free-Standing Elephants Sculptures” report located in this document.

6.5 WIND ACTION & LEVELS

There are three main action levels:



6.6 WIND MONITORING

Monitoring is crucial for managing onsite operations and ensuring that appropriate actions are taken well in advance to mitigate any anticipated high winds forecasted onsite. The EF Duty Manager will monitor winds before the installation, utilizing reliable weather forecast data and an onsite anemometer. Onsite readings will be captured by the EF Duty Manager and shared with core teams during the installation's operational period.

Wind Speed MPH / MS	Monitoring Timescales	Action Level	Action
Below 6 m/s or 13 mph	8 hourly	N/A	Continued monitoring of forecasts

Between 7-11 m/s or 14-24 mph	Hourly (when on site)	N/A	Regular assessment of forecasted weather. Pre warn all those working at height.
Between 12-18 m/s or 26-40 mph	30 mins	1	WAP team on alert with regards to wind conditions. No working at height or use of 12m/s 26mph. Branding and signage and Love Brand Tent to be removed as appropriate to reduce wind loading. Any loose items to be secured or removed. Trees are to be monitored and staff warned not to work under trees.
Between 18-22 m/s or 40 - 49mph	15 mins	2	On site Safety meeting to be called. Areas around the herds are to be evacuated as and when they reach 90% of their wind load (19.35m/s / 43.2mph) OR if appearing to show damage / instability. Monitoring of all structures is to be continuous. Exclusion zones to be in place around any

			structures considered to be unstable. Messaging using social media / staff at key access routes to communicate as appropriate. Considering likelihood of damaged trees / branches. It would be likely that an evacuation of the area and surrounding paths would be considered by Venue Stakeholder
Over 22 m/s or 50 mph		3	All herd sites must be evacuated. Perimeter around structures is to be in place.
Only one source of readings will be used. Once the decision as to which source is being referenced, then that source will not be changed.			

6.7 WET WEATHER

Before the Great Elephant Migration installation goes live, the weather and ground conditions will be monitored, and staff will be advised to have suitable wet weather gear in place. In advance of the event, if there has been heavy rain, it may be necessary to consult with Location Stakeholders on the saturation levels. Pull tests may be required for the elephant mounting stakes.

The condition of the grass will be continuously monitored throughout the build period, and movement will be adjusted accordingly. Where necessary, areas will be pinned and taped (excluding them) to minimize damage to the ground. The use of grass tires will be prioritized when ordering machinery.

All vehicles will use hard standing paths as much as possible to prevent unnecessary damage to grass.

Before opening each day, staff will check areas, and where appropriate, any puddling areas will be reported. As appropriate, extremely wet /flooded or muddy areas may need to be barriered off to prevent access.

Elephant anchoring into the ground will be rechecked following heavy rain to inspect for movement or loosening of any anchor points.

Section 7 – Medical Arrangements

For any Emergency's onsite staff will immediately call 911.

The nearest Hospital to Venues is:

Newport:

- **20 Powel Ave, Newport, RI 02840**

Section 8 – Communication Arrangements

8.1 CELL PHONES

A full list of all key contacts, suppliers and stakeholders will be produced with cell phone / direct dial numbers available. Elephant Family will set up appropriate communication channels to ensure that communication can be conducted, and items addressed in real time.

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GREAT ELEPHANT MIGRATION USA

STRUCTURAL STABILITY OF A 'HERD' OF FREE-STANDING ELEPHANT SCULPTURES

FOR USE BETWEEN THE DATES OF JUNE 28 AND SEPT 4, 2024

NEWPORT, RI

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DRAWING LIST:

- 1. T-000 COVER SHEET
- 2. S-000 GENERAL NOTES
- 3. S-001 NEWPORT, RI OVERVIEW
- 4. S-002 SALVE REGINA UNIVERSITY
- 5. S-003 THE BREAKERS
- 6. S-004 ROUGH POINT
- 7. S-005 GREAT FRIENDS MEETING HOUSE
- 8. S-006 ELEPHANT TYPE DETAILS

NO.	DATE	REVISION	BY



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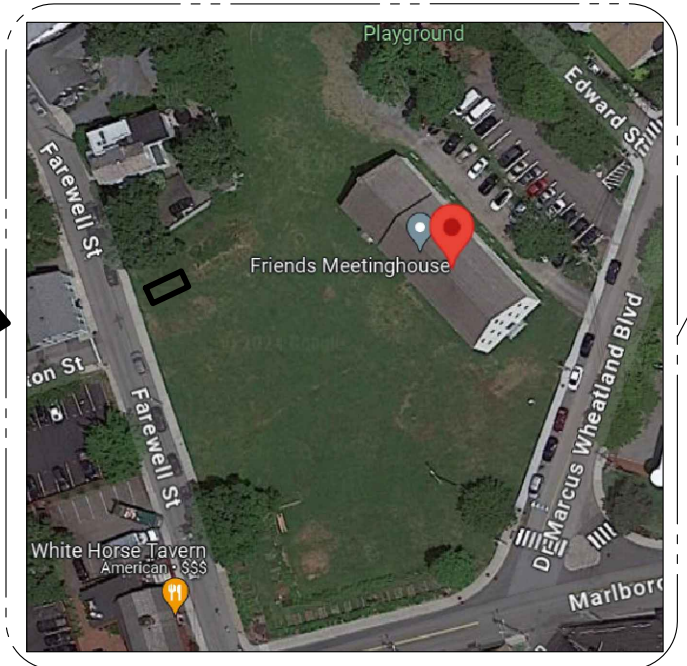
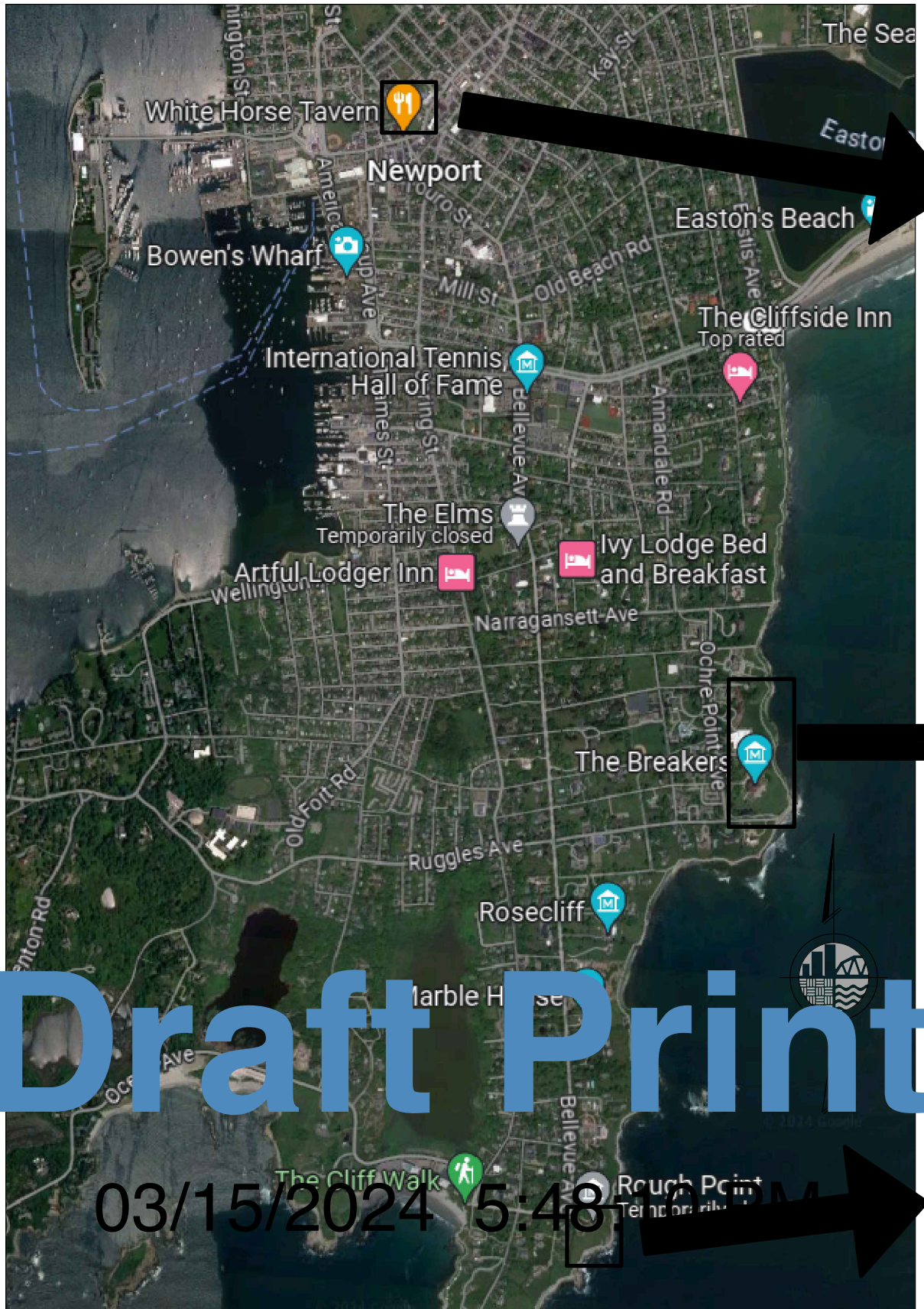
PROJECT
GREAT ELEPHANT MIGRATION USA
NEWPORT, RI

SHEET TITLE
COVER SHEET

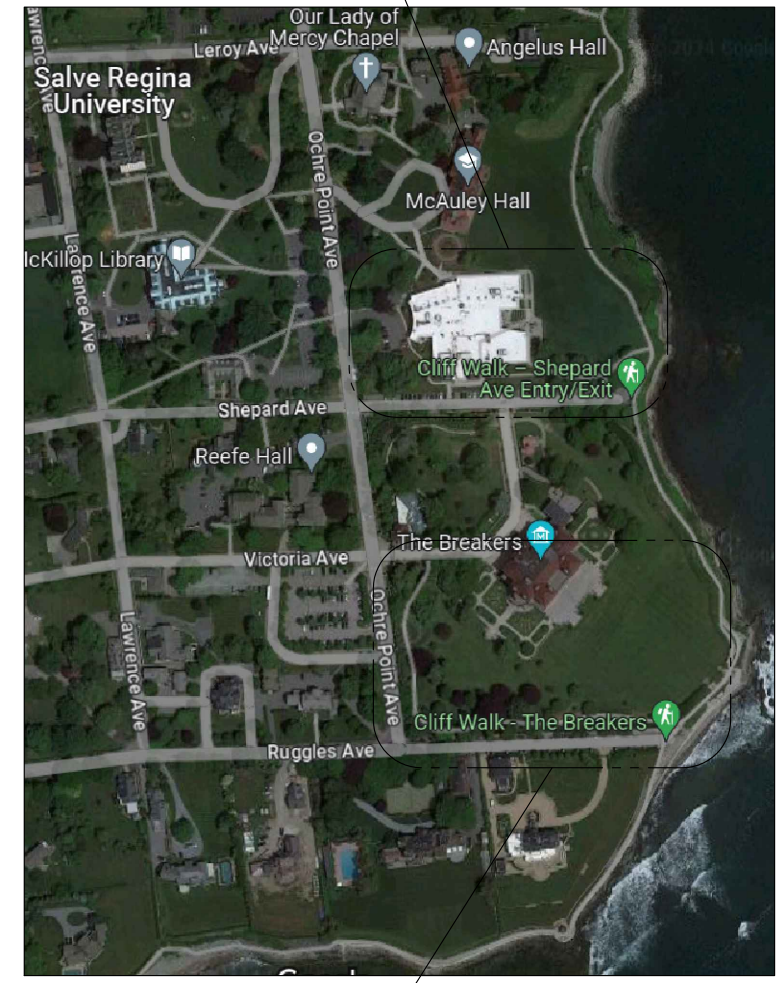
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DATE	03/12/2024
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T-000
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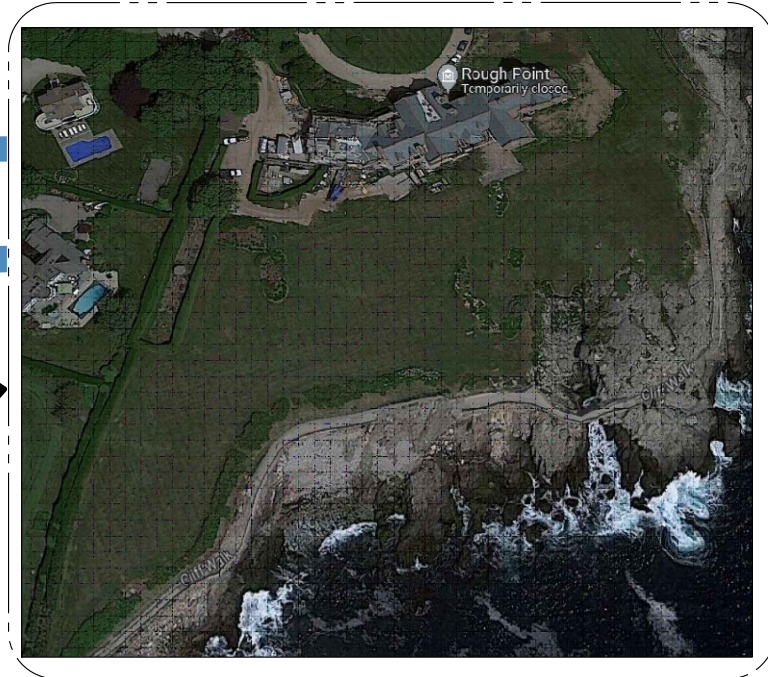


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S-005



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S-002

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S-003



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S-004

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S-001

NEWPORT, RI SITE LOCATIONS

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SHEET TITLE
NEWPORT, RI OVERVIEW

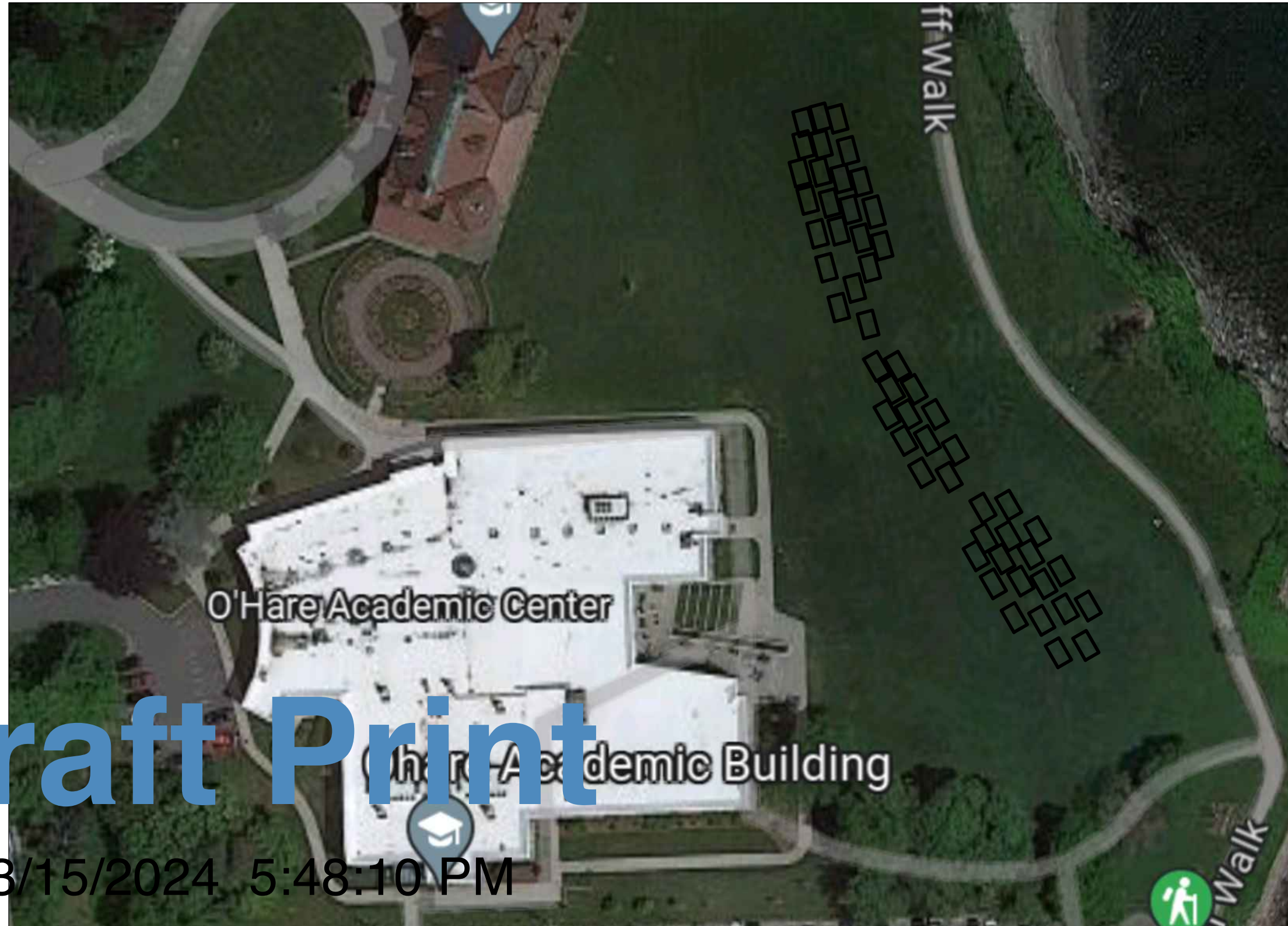
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EACH RECTANGLE REPRESENTS A SINGLE ELEPHANT'S GENERAL POSITION. A MAXIMUM OF 53 ELEPHANTS ARE EXPECTED IN THIS LOCATION. BALLAST/ANCHORAGE OF EACH ELEPHANT IS DETERMINED BY THE ELEPHANT TYPE, AS DESCRIBED ON DRAWING S-006.



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S-002

SALVE REGINA UNIVERSITY ELEPHANT POSITION PLAN VIEW

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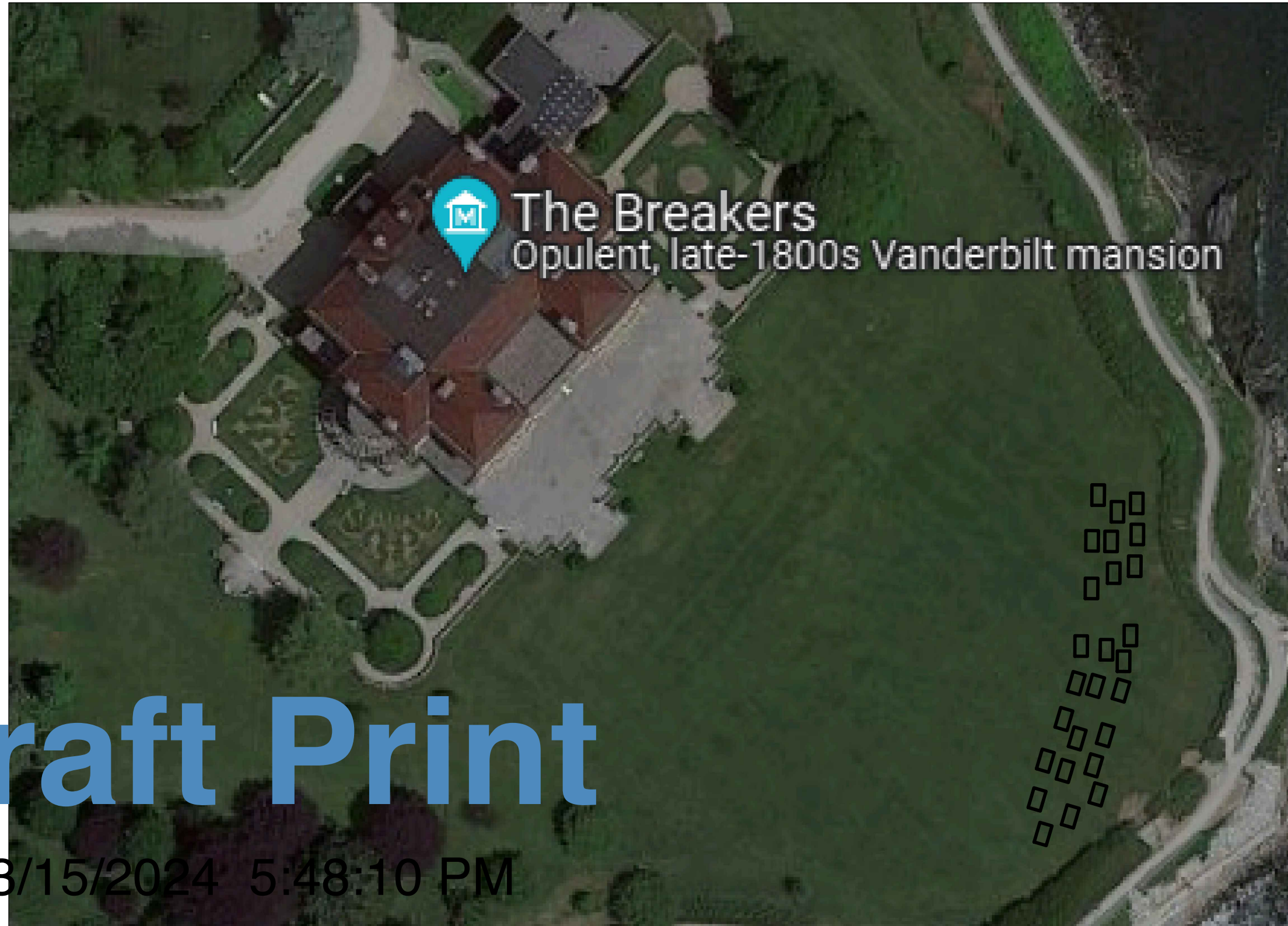
PROJECT
GREAT ELEPHANT MIGRATION USA
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SHEET TITLE
SALVE REGINA UNIVERSITY

PROJECT NO.	240133
SCALE	AS NOTED
DATE	03/12/2024
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S-002
4 OF 8 SHTS

EACH RECTANGLE REPRESENTS A SINGLE ELEPHANT'S GENERAL POSITION. A MAXIMUM OF 26 ELEPHANTS ARE EXPECTED IN THIS LOCATION. BALLAST/ANCHORAGE OF EACH ELEPHANT IS DETERMINED BY THE ELEPHANT TYPE, AS DESCRIBED ON DRAWING S-006.

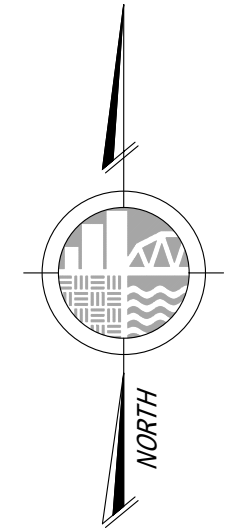


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S-003

**THE BREAKERS
ELEPHANT POSITION PLAN VIEW**



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SHEET TITLE
THE BREAKERS

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S-003
5 OF 8 SHTS

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EACH RECTANGLE REPRESENTS A SINGLE ELEPHANT'S GENERAL POSITION. A MAXIMUM OF 25 ELEPHANTS ARE EXPECTED IN THIS LOCATION. BALLAST/ANCHORAGE OF EACH ELEPHANT IS DETERMINED BY THE ELEPHANT TYPE, AS DESCRIBED ON DRAWING S-006.



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S-004

**ROUGH POINT
ELEPHANT POSITION PLAN VIEW**

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SHEET TITLE
ROUGH POINT

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S-004
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THE RECTANGLE SHOWN REPRESENTS A SINGLE ELEPHANT'S GENERAL POSITION. ONLY ONE ELEPHANT IS EXPECTED IN THIS LOCATION. BALLAST/ANCHORAGE OF THIS ELEPHANT IS DETERMINED BY THE ELEPHANT TYPE, AS DESCRIBED ON DRAWING S-006.

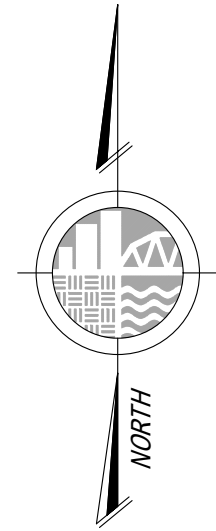


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**GREAT FRIENDS MEETING HOUSE
ELEPHANT POSITION PLAN VIEW**

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S-005



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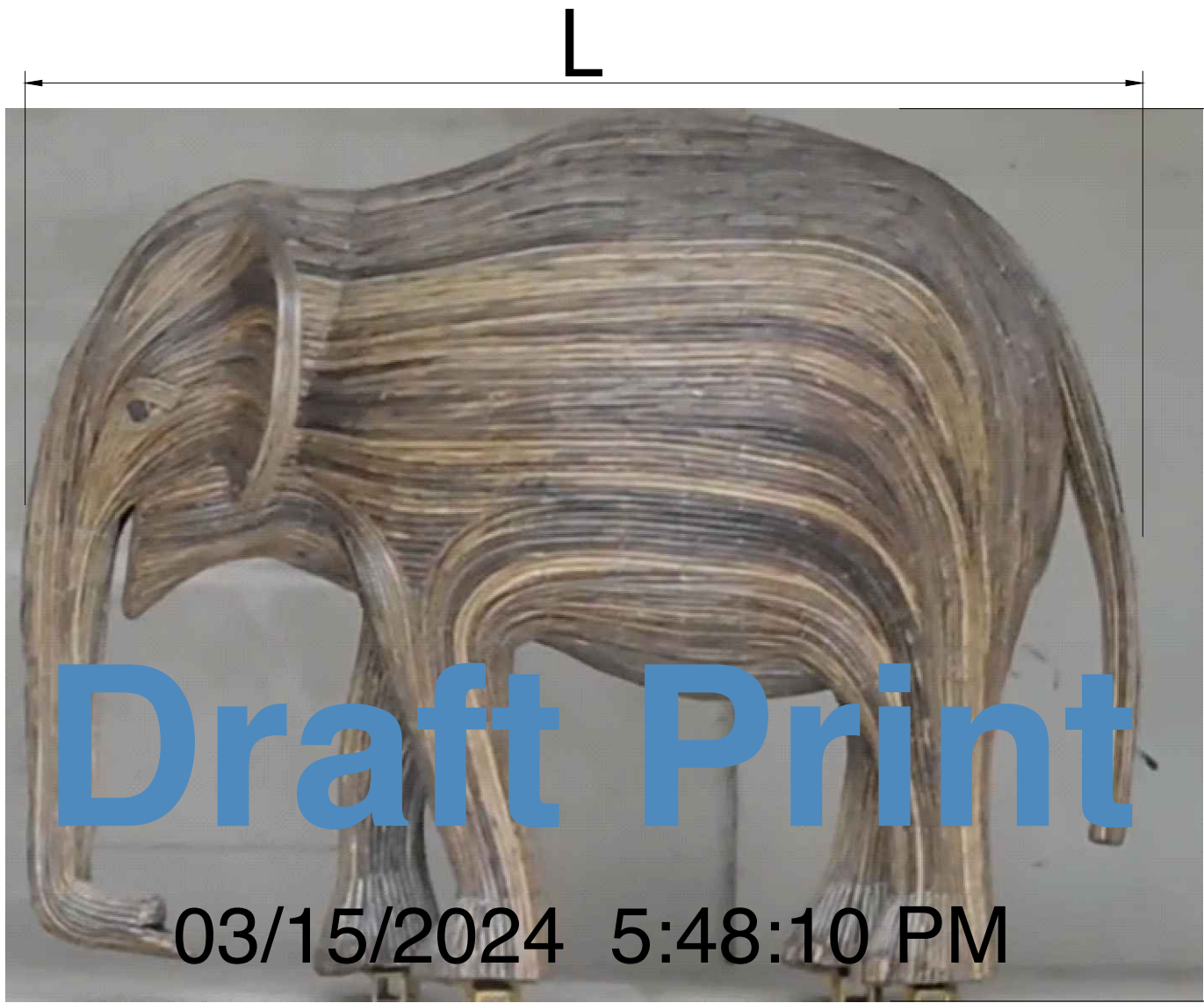
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GREAT FRIENDS MEETING HOUSE

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ELEPHANT TYPE DIMENSIONS					
	TYPE 1	TYPE 2	TYPE 3	TYPE 4	TYPE 5
MIN. WEIGHT (LBS)	220	696	696	770	770
MAX. HEIGHT, H (FT)	3.5	7	8	8.7	10
MAX. LENGTH, L (FT)	6	9.5	12.4	13	15.7
MIN. WIDTH, W (FT)	1.8	1.8	3	3.8	3.8

BALLAST REQUIREMENT (LBS)				
TYPE 1	TYPE 2	TYPE 3	TYPE 4	TYPE 5
1100	2450	2800	4200	5200

NOTE: THE BALLAST ON EACH ELEPHANT SHOULD BE EVENLY SPLIT BETWEEN THE OUTSIDE OF THE FOUR STABILIZERS THAT EACH TIE INTO AN ELEPHANT'S FOOT.

ANCHORAGE REQUIREMENT (QTY PER LEG)				
TYPE 1	TYPE 2	TYPE 3	TYPE 4	TYPE 5
1	2	1	1	2

NOTE: FEHR 30" AUGER EARTH ANCHOR SHALL BE ANCHORED INTO THE GROUND FROM THE END OF EACH LEG'S OUTSIDE STABILIZER. SEE GENERAL NOTES FOR ANCHORAGE REQUIREMENTS.

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SHEET TITLE
ELEPHANT TYPE DETAILS

PROJECT NO. 240133
SCALE AS NOTED
DATE 03/12/2024
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DRAWING NO.
S-006
8 OF 8 SHTS