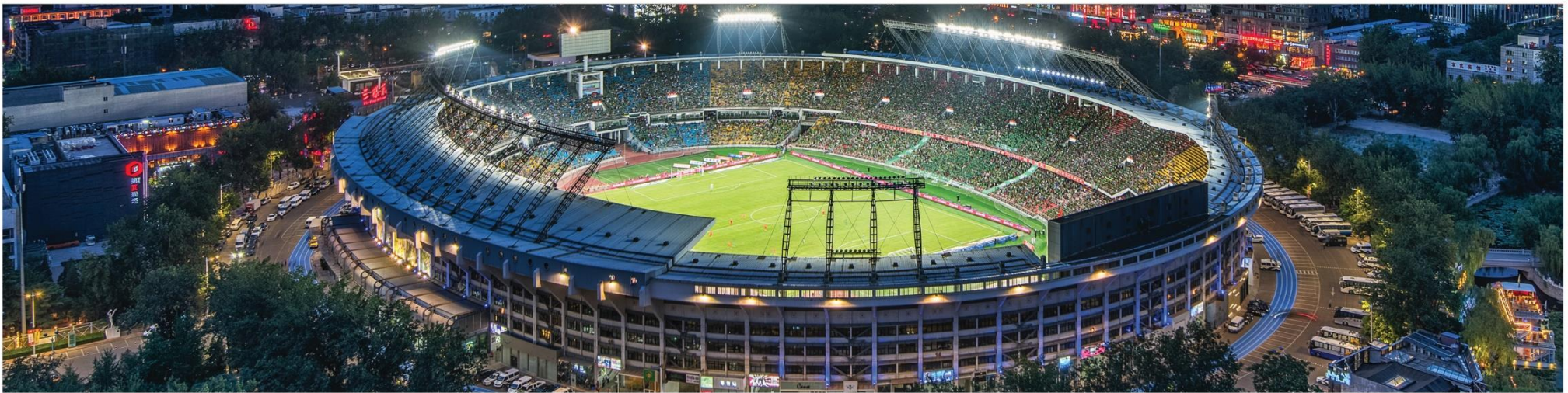


THE UNIVERSITY OF SOUTHERN MISSISSIPPI
NATIONAL CENTER FOR SPECTATOR SPORTS SAFETY AND SECURITY (NCS⁴)

COMMERCIAL SPORTS AND ENTERTAINMENT FACILITIES SAFETY AND SECURITY BEST PRACTICES GUIDE

4th Edition, 2019



NCS⁴



Commercial Sport and Entertainment Facilities Safety and Security

BEST PRACTICES GUIDE

Preamble

Sports and entertainment events are an important part of American culture, representing a \$73.5 billion dollar industry in 2019. The development of best practices in safety and security for commercial sports and entertainment facilities and events addresses the current need to standardize practices and procedures for venue and event protection. Due to the large crowds in attendance at high profile sports and entertainment events and the iconic value of these venues, a host of potential risks and threats must be addressed. The *Commercial Sports and Entertainment Facilities Safety and Security Best Practices Guide* provides a comprehensive overview of important planning components and implementation strategies for safety and security operations at sport and entertainment venues.

The threat environment surrounding high-profile sport and entertainment events is constantly evolving, and protecting related people, property, information, and infrastructure is important. As a result, security plans should be considered living documents that respond to emerging challenges by integrating and leveraging new resources and information. Identifying relevant issues in sport safety and security is a key component in establishing a standard of continuous improvements by which sport leagues, venue owners/stakeholders, and event operators can review to enhance safety and security plans and operations. The *Best Practices Guide* is intended to assist venue security and event management teams in developing, implementing, and improving their safety and security plans and procedures.

The National Center for Spectator Sports Safety and Security (NCS⁴) at the University of Southern Mississippi recognizes the inherent need for providing improved effective safety and security for sports and entertainment venues. To promote a consistent methodology for security planning for commercial sport facilities and entertainment venues, the NCS⁴ established an annual **National Commercial Sports and Entertainment Facilities Safety and Security Summit**. The Summit brings together representatives from professional sport and entertainment facilities, including event operations directors/managers, security directors/managers, league affiliates, private security companies, and representatives from Federal, state and local public safety agencies to address current safety and security issues, identify solutions, and propose future best practices and implementation strategies.

The discussions with security experts at the Summit, personal interviews, and a comprehensive review of literature, including existing security practices, plans and operational policies and procedures, government publications such as the SAFETY Act, academic research reports, and published articles, contributed to the formation of these best practices. Based on the literature review, interviews, Summit discussions, and expert vetting, the NCS⁴ constructed a matrix of guidelines for commercial sport and entertainment facilities safety and

security planning and operations. Leading experts in the field of sports safety and security reviewed the proposed standards—or *best practices*—and provided feedback on the technical accuracy, relevance, and feasibility of each recommendation. Furthermore, the process of validating recommended best practices through research methodologies demonstrates compliance to rigorous academic standards. In 2018, the NCS⁴ conducted a compliance survey of the of the Commercial Sports and Entertainment Facilities Best Practices Guidebook 3rd Edition to test the validity and reliability of each best practice. The results of the compliance survey contribute to the enhancements made to this fourth edition.

The application of these protective measures does not encompass all necessary defensive actions for safety and security. Rather, venue operators should determine appropriate safety and security measures based on the unique characteristics and specific needs of their respective venue(s). The purpose of the *Commercial Sports and Entertainment Facilities Safety and Security Best Practices Guide* is to recommend polices, practices, and technologies aimed at vulnerability identification, risk mitigation, corrective action, and critical asset protection. The Guide may be used as a reference for those responsible for the design, development, and implementation of safety and security plans and procedures.

This is the Fourth Edition of the *Commercial Sports and Entertainment Facilities Safety and Security Best Practices Guide*. Each year, subsequent editions for the Guide will be developed with input from practitioners, subject matter experts, and current academic research.

Overview

Purpose

To document through professional collaboration and research the establishment of a living Guide, a collection of vetted best practices, to assist those responsible for safety and security at commercial sport and entertainment venues/events.

Definition

1. A *best practice* is a technique or methodology that, through experience and research, has proven to reliably lead to a desired result.
2. In practical analysis, a *best* or *smart* practice is a clear and concrete behavior that solves a problem or achieves a goal under most conditions.
3. A *field tested best practice* is a program, activity, or strategy that, when properly implemented, has been shown to work effectively and produce successful outcomes, and is supported to some degree by subjective and objective data sources.

Annual Methodology

1. Identify significant issues requiring solutions with input from steering committees and Summit sessions.
2. Discuss these issues in Summit sessions to identify all contributing factors, lessons learned, voids, and/or new issues.
3. Identify solutions and basis-forming best practices from the Summit sessions.
4. Review input, resolve details, and collect additional information through literature reviews, research, and contributions from subject matter experts.
5. Send draft *Best Practices Guide* to Summit attendees for vetting.
6. Aggregate input from Summit sessions, review, vet, and follow up with Summit session facilitators for best practices and formulation into the Guide.

Document Overview

The best practices in this document are broken up into the following nine Topical Areas:

1. Game/Event Day Planning
2. Crowd Dynamics/Management
3. Emergency Action Planning
4. Routine Non-Game Day Operations
5. Risk and Threat Assessment/Vulnerabilities and Planning
6. Sport Facilities Design/Environment
7. Staff Performance/Training and Development
8. Secure and Safe Aware Culture
9. Technology/Information Management

After the Topical Areas are the Appendices, which provide acronyms used throughout the document and their meanings, the names of all contributing individuals, and documented references.

While each “best practice” set forth will not be applicable as written to every venue/event today, they should represent achievable organizational goals within a scaled context of the implementation strategies set forth. These best practices are intended to cover the smallest to the largest venues (i.e., games/events), from high risk/threat to low risk/threat, representing vastly different environments.

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BEST PRACTICES

Risk and Threat Assessment/Vulnerabilities and Planning

ASSESSMENTS		RTAVP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a “Risk Assessment/Crisis Management Team” consisting of:</p> <ul style="list-style-type: none"> • Local/state/federal (as appropriate) law enforcement • Fire department(s) • Emergency medical services • Emergency management agency • Internal stakeholders, including operations, facilities, technology, communications, Risk Management, etc. 	<p>A Risk/Threat Analysis is one of the most important elements of a comprehensive safety and security plan/program.</p> <p>Must know and understand the risks and threats, where the event or venue is vulnerable, to implement mitigation strategies or acceptance of risk.</p>	<p>If multiple jurisdictions cover the venue or event area, include all of them.</p> <p>Conduct an annual assessment, review before each event, and make changes as necessary.</p>
<p>2. The Risk Assessment/Crisis Management Team should conduct a Risk/Threat Assessment to determine and evaluate vulnerabilities, threats, and areas of risk exposure.</p>	<p>Risks, threats, gaps</p>	<p>Conduct an annual assessment, review before each event, and make changes as necessary.</p>
<p>3. Conduct a Risk/Threat Assessment for vulnerabilities of ALL events including a detailed criminal, terrorism, fire safety, and a medical assessment. Take an all-hazards approach.</p> <p>Review the list in EAP and ensure they include:</p> <ul style="list-style-type: none"> • Site assessment and environment 	<p>Risks and threats exist, but until identified and ranked for mitigation there is a potential for disaster.</p> <p>Risk is the possibility of loss resulting from a threat, security or safety incident, or event.</p>	<p>Conduct a comprehensive assessment of the risk environment, utilizing an all-hazards approach to identify vulnerabilities, adjust strategies and processes, and develop contingency and mitigation plans to address risks and vulnerabilities.</p>

<ul style="list-style-type: none"> • Demographics of attendees • Number of attendees • Resources assessment • Historical assessment • Equipment assessment <p>Consider risks/threats as: high or low RISK - compared to high or low FREQUENCY</p> <p>Six common categories of risk to consider:</p> <ol style="list-style-type: none"> a. Historical - what types of incidents have occurred in the community, at the venue, and other similar events in area b. Geographic - what could happen as a result of the event’s location c. Technological - what could result from a process, system, or equipment failure d. Human Error - what can be caused by staff error; have they been trained; do they know what to do; and have they been tested on training objectives e. Physical - what can result from the design/ construction of the venue, utilities, tents, staging, etc. f. Regulatory – what regulatory issues are there (i.e. OSHA) 	<p>Risk Management is a systematic and analytical process that considers the likelihood that a threat will endanger an asset, individual, or function.</p> <p>Risk = Consequences X Probability</p>	<p>For events not requiring a full Risk/Threat Assessment, a safety and security analysis is conducted based upon unique features/challenges of the event.</p> <p>Involve event Risk Management Department in this process, if one exists. Insurers may provide resources at no or minimal cost.</p> <p>NCS4 offers a DHS/FEMA funded Risk Assessment course.</p> <p>Local PSA can assist.</p> <p>NCS4 offers several documents that address risk management, and NCS4 developed the Sport Risk Assessment Model (SESA). This model is meant to be a collaborative effort among all stakeholders.</p>
<p>4. Break down assessments into three components:</p>		<p>Breaking down assessments into three components is done as a part of a larger plan, or in combination with separate plans.</p>

<ul style="list-style-type: none"> • STATIC – these generally remain fixed with small variations over time, such as venue, event, surrounding area, etc. • JOINT – this involves working with government organizations, community organizations, utility companies, transportation providers, and surrounding neighbors • DYNAMIC – this involves things that can change quickly, such as adverse weather, demonstrations, criminal acts or terrorist acts, etc. 		
<p>5. Typical risk management cycle includes:</p> <ol style="list-style-type: none"> a. Identify the threats/vulnerabilities b. Establish what are the vulnerabilities to address c. Identify measures to mitigate or reduce risk/vulnerabilities d. Develop response plans to address risks not mitigated e. Evaluate security/safety measures and exercise mitigation plans 	<p>Completeness.</p>	<p>For all events.</p>
<p>6. Conduct event management meetings prior to every event. Discuss risk management issues and mitigation strategies, if necessary.</p>	<p>Planning and preparation.</p>	<p>Conduct event management meetings for every event.</p>
<p>7. Update and disseminate, at least annually, to key staff and partners.</p>	<p>Currency and awareness</p>	<p>Use the last assessment as a starting point to build upon.</p>

		A report should be compiled and disseminated at least annually but may be produced on a quarterly or event-by-event basis.
ESTABLISH ASSESSMENT TEAM		RTAVP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a “Risk Assessment/Crisis Management Team,” consisting of:</p> <ul style="list-style-type: none"> • Venue/Event – key personnel (internal stakeholders, security, operations, maintenance, technology/communications, concessions, marketing, business affairs, etc.) • Local/state/federal (as appropriate) law enforcement • Fire Department/Fire Marshall • EMS and Emergency Management • Utilities/Public Works • Transportation providers • Weather meteorologists • Community stakeholders: airport, medical centers, mass transit 	<p>Be inclusive; have buy-in and input from subject matter experts.</p> <p>Team approach is essential.</p> <p>Preparation.</p>	<p>The most appropriate person at venue to head this up is the Emergency Manager/Security Manager or consider hiring a consulting team, but they will still need to meet with and interview all the stakeholders.</p> <p>If multiple jurisdictions, ensure that they are all included.</p> <p>Smaller venues may not have all these resources but put a team together with available resources and personnel. Having an assessment is better than no assessment at all. Then continue to build upon it.</p>
<p>2. This team should conduct the assessment and prepare a written report as necessary, at least annually.</p>	<p>Continuous improvement.</p>	<p>All other plans will be based on this report; it will be a guide as to what needs to be addressed in what order and expenditure.</p>
<p>3.</p>	<p>Monitor and assess threats</p>	<p>Consider having representation from law enforcement, human resources, and/or venue management staff.</p>

<p>As part of the risk assessment, create a team to review social media; monitoring for situational awareness and threatening information.</p>		<p>Any entity monitoring social media must part of the incident command system or event management.</p>
<p>CRITICAL ASSETS</p>		<p>RTAVP</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Develop a comprehensive list identifying key people and locations of critical assets including maps/blueprints of each level of the venue, utilities shut-off, routes of ingress and egress, location of communication equipment, parking lots, transportation, traffic flow, and areas surrounding the venue.</p>	<p>During a crisis, it is too late to gather information and specific blueprints/diagrams to develop a plan.</p>	<p>Catalog and correlate plans to ensure that the Command Center is notified of changes/modifications, so all documents are current.</p> <p>Key leaders/designees should have a working knowledge of their areas of responsibility.</p> <p>DHS Office of Infrastructure Protection critical infrastructure assessment process can assist. Schedule through your Protective Security Advisor.</p>
<p>CREATE CHECKLISTS</p>		<p>RTAVP</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Create checklists (assessment rating system) to be used as a guide during assessments for completeness and consistency.</p>	<p>For completeness and consistency.</p>	<p>Checklists are important and worth the time and effort to prepare. Once complete, continue to use them repeatedly. They especially help new individuals conducting assessments for the first time.</p> <p>Checklists also serve as an outline for planning.</p> <p>In support of the narrative Risk/Threat Assessment document, a checklist may be used as a guide. Project management software can aid in developing checklists. Consider multiple formats:</p>

		<ul style="list-style-type: none"> • Hard copy • Electronic • On-line portal • App <p>Checklists should be reviewed regularly and updated as necessary.</p>
DEVELOP RISK MITIGATION OPTIONS		RTAVP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Once risks/threats/vulnerabilities are identified, develop a mitigation plan to address those considered unacceptable or of concern/needing attention.</p> <ul style="list-style-type: none"> • Identify external resources needed for mitigation and response efforts • Coordinate with local community partners and public safety agencies 	Deal with risks, threats, and vulnerabilities.	<p>Risks, threats, and vulnerabilities will be part of the basis for EAP.</p> <p>NCS4’s SESA helps to effectively identify and address threats/vulnerabilities.</p> <p>Include event specific contingency plans.</p>
<p>2. Develop a plan for assessing and mitigating elevated risks.</p>		<p>Contact local hospitals to train staff and what should be done.</p> <p>Look at the possibility of acquiring stop the bleed kits to be distributed across the venue.</p>
THREAT RESPONSE PROTOCOL		RTAVP

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a Threat Response protocol for risks/ threats/vulnerabilities identified that need to be addressed prior to the event and for all potential incidents for event day and non-event day occurrences. Include these in the EAP.</p> <ul style="list-style-type: none"> • Develop decision trees for each incident type 	<p>Determine what level of risks/threats/ vulnerabilities is acceptable and how to address unexpected issues.</p>	<p>See Incident Response categories in EAP section</p> <p>Assign identified threats, risks, and vulnerabilities to appropriate individuals to effectively address.</p>

Game/Event Day Planning

GAME/EVENT DAY PLANNING		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Develop a Game/Event Day Plan to guide the operations of the event, facilitate planning and procedures development, inform public safety partners, and guide supervisors, staff, volunteers. This should be based on Risk and Threat Assessment/Vulnerability Planning. SEE Risk Threat Assessment/Vulnerabilities Planning (RTAVP) Section</p> <p>Should also have a separate Emergency Action Plan. SEE Emergency Action Planning (EAP) Section</p>	<p>Preparation and organization. Essential to an effective event.</p>	<p>The plan should incorporate the following components:</p> <ul style="list-style-type: none"> • An overview of the risk/threat/vulnerability assessment • Situational/operational awareness • Command and control <ul style="list-style-type: none"> ▪ Venue operations ▪ Public safety operations • Event management <ul style="list-style-type: none"> ▪ Disruptions (delay/suspension) ▪ Evacuation/shelter-in-place ▪ Cancellation • Weather planning • Event staffing and assignments • Intelligence <ul style="list-style-type: none"> ▪ Collection/sharing ▪ Fusion/analysis • Safety and security • Life/fire/medical and public health • Medical support • Bomb threats/IEDs • Hazardous materials • Food defense/food safety • Access control <ul style="list-style-type: none"> ▪ Ticketing/credentialing ▪ Pedestrian/vehicular movement ▪ Permitted/prohibited items

		<ul style="list-style-type: none"> ▪ Deliveries/waste removal • Robbery/theft/cyber protection • Investigations • Mass transportation • Traffic and parking management • High elevation threats • Behavioral issues • Public information plan • Signage
<p>2. Use consistent formatting for all event operation plans, regardless of event type or size.</p>	Maintains consistency/reduces confusion/addresses liability issues.	Develop and use template format for all event plans, regardless of event size or type.
Policy Administration		
<p>1. Ensure that venue and event policies are consistent with venue rules, policies, Fan Code of Conduct, and local/state jurisdiction laws and ordinances.</p>	Provides guidance for staff on authority levels and the difference between enforcing policies and enforcing law.	Consult with legal counsel and local/state jurisdictions.
Situational and Operational Awareness		
<p>1. Accessing and sharing information between various agencies and organizations may be challenging, but is necessary for developing effective situational and operational awareness.</p>	<p>Effective information sharing through collaboration.</p> <p>Must be <i>consumable</i> and <i>actionable</i> to be useful.</p>	<p>This is essential for any facility regardless of size, but will scale according to event, threat, history, and the number of entities involved.</p> <p>Set up an email group for the appropriate individuals to ensure cross information sharing.</p> <p>Set up various communication vehicles before, during, and after the event to share situational awareness information with staff and attendees.</p>

<p>2. Train ALL staff and volunteers to be observant and report unusual, out of character, or inappropriate activities to their supervisor. Document all training and test via written or oral formats.</p> <ul style="list-style-type: none"> • Discuss examples of unusual behavior and inappropriate behavior for all non-law enforcement personnel • Include traffic/parking personnel, security personnel, ticket takers, ushers, food and beverage staff, maintenance staff, custodial staff, etc., in this training • Broadcast See Something - Say Something using all mediums, giving personnel a way to report activities and a reporting point of contact 	<p>Documented prevention efforts will be important should an incident occur, especially if litigation follows.</p>	<p>This can and should be undertaken, regardless of facility size. NCS⁴ offers online training courses and certification programs for various staff.</p> <p>Consider live or video presentations to staff, volunteers, and season ticket holders prior to and during the event.</p> <p>Offer different mediums to report information (i.e., phone, website, text, Twitter, or speaking to a member of the event staff).</p> <p>Front line staff (i.e., ticket takers, parking and traffic personnel, security personnel, ushers, concession staff, maintenance workers, etc.) are a great source of intelligence/situational information because most of them work multiple events and they could possibly notice something that is unusual.</p> <p>This training/reinforcement can be conducted at the beginning of the event day.</p>
<p>3. Use plainclothes law enforcement officer(s) who are strategically placed throughout the venue to observe and report.</p> <ul style="list-style-type: none"> • Surveillance and counter surveillance teams are appropriate inside and outside the venue to observe and report • Use in conjunction with CCTV 	<p>These trained eyes and ears are used to complement CCTV if present.</p> <p>Better observation.</p>	<p>To the extent possible, try to use the same plainclothes law enforcement officers and security staff monitoring CCTV for each event because they will become familiar with what is unusual for any event.</p> <p>One of the best places to observe activity are roofs or elevated areas within the superstructure of the venue. Walking the parking lots and areas surrounding the venue is also important.</p>

		<p>If available, consider mounted units and bicycle patrols. In addition, stationary, elevated platforms in parking lots can be used to observe people and staff, and also to help crowd management/control.</p> <p>This is something that is scalable based upon the size of the venue/event (i.e., low attended baseball game vs. a highly attended football game), intelligence, and history. These factors will also determine the number of deployed staff.</p> <p>Consider inviting surrounding jurisdictions to provide law enforcement officers to supplement existing staff. This is an opportunity to further develop the officers' skills.</p>
<p>4. Utilize red team operations to emulate real world threats.</p> <p>Establish strict guidelines for conducting red team tests.</p> <p>Document all red team tests and results.</p>	<p>Can be used to evaluate, train, or measure performance of staff, processes, and technology.</p> <p>May be useful for evaluating various areas such as:</p> <ul style="list-style-type: none"> • Magnetometers • Screening processes • Credentials • Cyber security 	<p>Establish clear, documented policies and procedures (i.e., no live weapons, no explosives, etc.)</p> <p>Establish briefing and debriefing procedures on red team plan objectives, targeted areas, and results.</p> <p>Provide immediate feedback to the documented chain of command so that issues can be addressed and remedied immediately. Delayed after action reports (AARs) are not realistic in this situation. Supervisors should take employees with issues aside immediately, remedy the issues, and assign them back to their posts.</p> <p>The testing can occur pre- or post-event, or even during an event. Tests should take place in areas where breaches frequently occur.</p>
<p>5.</p>		

<p>Conduct pre-event meetings involving security teams, public safety officials, game management, home and visiting teams, game officials, entertainers, television broadcast staff, and others as needed. These meetings should address risk management issues.</p>	<p>Address all operational issues on-site at the event. Convey information directly to key stakeholders.</p>	<p>Conduct some version of this meeting regardless of event type or size.</p>
<p>6. As part of the risk assessment, create a team to review social media monitoring for situational awareness and threatening information.</p>	<p>Monitor and assess threats.</p>	<p>Consider including venue/event components, security, law enforcement, information technology, and operations personnel on the team.</p>

COMMAND AND CONTROL

G/EDP

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Planning		
<p>1. All involved parties (i.e., law enforcement, fire department, EMS, emergency management, event security, facilities management) should be at the planning table so that roles and responsibilities are pre-defined and appropriate command and control is exercised during the event.</p> <p>Clear lines of responsibility between the roles of event operations vs. public safety should be established.</p> <ul style="list-style-type: none"> Practice these roles during at least one table-top exercise annually <p>With multi-jurisdiction events, local resources are normally under the directions of their jurisdictions until an incident occurs, at which time the Emergency Action Plan (EAP) should be used and Incident Command System (ICS) should be followed.</p>	<p>Avoid confusion on game/event days through pre-planning, coordination, and clear lines of responsibility in the event of an incident by following NIMS/ICS.</p> <p>Ensures that all involved entities have representation.</p> <p>A rapid reaction is vital when an incident occurs. Meeting at the incident site and discussing how to develop a plan at the scene is not feasible, as it takes too much time.</p>	<p>This should occur regardless of the size of the venue/event and should include external resources that might respond to incidents. Fewer people may be present for smaller venues/events, but all components should be represented, including senior leadership.</p> <p>For small venues/events, some personnel may be on stand-by, but they should be informed of the event details and their roles and responsibilities.</p> <p>Ensure that all front-line security response and dispatch personnel are trained in ICS and NIMS.</p> <p>Designated Incident Commanders should have full authority to make timely decisions.</p>

<ul style="list-style-type: none"> • Pre-define the authorities to act 		
<p>2. Produce an organizational chart and command matrix (i.e., staffing plan) listing the chain of command in a way that is consistent with event operations and NIMS/ICS:</p> <p><i>Operations Management</i></p> <ul style="list-style-type: none"> • Administration • IT • Guest Services • Security Personnel • Screening Personnel • Ushers • Ticket Takers • Communications • Marketing/Promotions • Traffic/Parking/Tailgating Staff • Mass Transit <p><i>Public Safety/Emergency Management</i></p> <ul style="list-style-type: none"> • Law Enforcement (local, state, Federal) • Medical/Public Health • Fire Department • Emergency Management • Public Utilities Agencies • National Guard • Department of Transportation • Department of Public Works <p><i>Facilities Management</i></p> <ul style="list-style-type: none"> • Adjacent structures 	<p>Role awareness and organization. ICS and its introduction of an Incident Commander applies and is triggered when large/major or far reaching incidents occur. Minor incidents (e.g., routine EMS response, small fire, fight, etc.) would not invoke the transfer to ICS away the Venue Manager/Event Director.</p>	<p>This should be developed regardless of the size of the venue/event. The ICS is designed to be completely scalable for management incidents. It can be applied to venues/events of any size and complexity.</p> <p>Use components and staffing applicable and appropriate for the event.</p> <p>Close coordination between Event operations and the UJOC should be constantly maintained during the event.</p> <p>All components may not be required for all events.</p> <p>For small venues/events, some personnel may be on stand-by, but they should be informed of the event details and their roles and responsibilities.</p>

<ul style="list-style-type: none"> • Facilities • Grounds • HVAC • Maintenance • Housekeeping • IT • Physical Plant • Team Logistics • Concessions/Merchandise 		
<p>3. Establish industry-wide agreements and protocols for pre-event intelligence gathering. Pre-event intelligence, for both the venue and the game/artist/act/show, etc., should be gathered and disseminated as part of the planning process.</p>	<p>The absence of vital information affects event planning, including staff-related changes and how local stakeholders, patrons, and potentially a brand(s) could be affected.</p> <p>This practice would also combat the belief that sharing venue protocols, lessons learned, etc., with other industry professionals compromises future event safety and venue reputation.</p>	<p>Create an all venue inclusive database with information on:</p> <ul style="list-style-type: none"> • Who to contact at each venue (include contact information) • Clearly defined parameters outlining the type of information that should be shared with other venues
Communications		
<p>1. Develop an Operations/Communications Plan that includes options and alternative methods to communicate at all levels, from the Command Center to the front line staff and appropriate public safety.</p>	<p>Communications is extremely important during an event, but sometimes it is not followed.</p>	<p>This is clearly scalable based upon the size of the operation. Interagency communication (i.e., law enforcement, fire department, EMS, etc.) is essential during a crisis and should be a high priority.</p> <p>Communications can take many forms (e.g., runners, land line phones, cell phones, satellite phones, radio, email, texts, apps, video boards, public address systems, etc.).</p>

<p>2. Establish cross-jurisdictional communications capabilities with all entities through a convergence of all communications (e.g., voice, data, audio, gate and stadium PA systems, digital video message boards, etc.).</p>	<p>This convergence prevents any entity from being unaware of the activity or information of another entity.</p> <p>Saves valuable time during incidents.</p>	<p>Interoperable communications (i.e., the ability to communicate across jurisdictions and agencies) should be mandatory for most events. County and state emergency management agencies can assist.</p> <p>Consider implementing a facility two-way radio system that is separate from public safety radio (if it exists). Even without all of these capabilities, communications should terminate in a single location.</p> <p>Consider using a satellite phone as a backup.</p>
<p>3. Test the Communication Plan and equipment in a working environment to ensure that the equipment and location are functional before each event.</p> <ul style="list-style-type: none"> • Ensure backup power is available for communications equipment 	<p>Reliability of overall communication capability.</p> <p>Reliability of communication capability in a high noise environment and in identified dead spot locations in and around the venue.</p>	<p>Applicable to all events regardless of size.</p> <p>Should be a multi-agency test.</p> <p>Test communication infrastructure and map out the dead spot locations both when the venue has a normal operating level of staff and during an event when the venue is near or at capacity.</p>
<p>4. Do not rely upon any <u>single</u> method/system of communicating for operational or emergency communications.</p> <ul style="list-style-type: none"> • Especially cell phones, as they are the first method of communication to be lost in a crisis 	<p>Technology dependency and reliability under stress.</p>	<p>Use all means and methods to communicate and test these systems.</p> <p>A new capability called long range acoustic hailing device (LRAD) system exists.</p> <p>Test in environments that simulate the venue with normal volume of operating staff to full staff capacity to ensure</p>

		that chosen forms of communications will still function properly.
<p>5. Have megaphones available as a backup for crowd management/control and participant notification.</p> <ul style="list-style-type: none"> • Also use first responder equipment for emergency communications (i.e., law enforcement vehicle loud speakers) 	<p>Be prepared in case normal communications fail.</p>	<p>Test in a crowd environment to see if the messages can be heard/seen, understood, and acted upon.</p> <p>New megaphones offer the ability to communicate with patrons via pre-recorded messages for various incident types. Consider two for each gate.</p> <p>Train staff to keep fans in their seats during non-evacuation emergencies. Identify alternative unconventional venue-specific forms of communication.</p> <p>Conduct routine training with staff so that they are familiar with policies, procedures, and communication options for different types of situations.</p>
<p>6. Develop an industry-wide document to be utilized for public and private sector information sharing.</p>	<p>Some venues are hesitant to share information because they do not know that they are able to provide industry related information to other venues.</p>	<p>Develop a document that is flexible enough to be utilized by a wide variety of applicable venues. This document should outline the parameters for release of specific types of information (e.g., pre-event intelligence, camera footage, etc.) to both public and private sector partners.</p>
<p>7. Develop audio and video scripts with specific emergency announcement broadcasts for all types of incidents. Include a hierarchy of individuals who are authorized to approve the announcement of these broadcasts.</p>	<p>Avoids confusion during an incident.</p> <p>Provides specific pre-approved information that can be utilized by staff to maintain order in a variety of situations.</p>	<p>Have a designated and documented chain of command for release of information to avoid unnecessary confusion and panic.</p>

<p>8. Develop a standard protocol of radio silence during emergency situations.</p>	<p>This practice helps to avoid confusion and lack of radio time for personnel who are immediately involved in the situation to transmit vital emergency information via radio.</p>	<p>Develop a key phrase that, when used, instructs all personnel to hold all non-emergency radio traffic until advised by the command center.</p> <p>Train designated staff on proper radio protocol, including the use of the emergency interruption button (available on some 800MHz digital radios), which will allow them to interrupt the current radio traffic.</p> <p>Example:</p> <p>“All security personnel stand by until further notice unless you have priority radio traffic.”</p>
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EVENT STAFFING		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Provide appropriate trained staffing levels, including sufficient supervisory personnel, for all events based on anticipated attendance numbers, the type of event, history, intelligence, and recognized risks/threats.</p>	<p>Sufficient coverage for the event.</p> <p>Staff training.</p> <p>Legally defensible.</p>	<p>Major factors in determining “appropriate” staffing levels include event type and history, intelligence, weather, alcohol sales/use, and risk factors unique to the event.</p> <p>Staffing numbers should be legally defensible if things go badly wrong, based upon the risk assessment. Maintain a supervisor/staff ratio of no less than one supervisor per 10 staff.</p> <p>NFPA 101 12/13.7.6.1 “Assembly occupancies shall be provided with a minimum of one trained crowd manager or crowd manager supervisor. Where the occupant load exceeds 250, additional trained crowd managers or crowd manager supervisors shall be provided at a ratio of 1 crowd manager/supervisor for every 250 occupants.”</p>

		Some staff may be volunteers at smaller venues/events. Ensure that they understand their roles and responsibilities.
<p>2. Maintain consistent staffing levels throughout event. Do not release employees solely for cost savings. Must have sufficient staff trained to manage evacuation/shelter-in-place any time during event.</p>	The venue should always be adequately staffed for the subject event.	Crisis and emergencies are unpredictable, so staff properly. Be creative by redeploying event staff to meet operational needs. Events end when everyone is out of the venue and off venue property.
<p>3. Redeploy/reassign staff based on necessary duties as the event evolves.</p>	The venue should always be adequately staffed for the subject event.	Public safety needs change as an event evolves. For example, law enforcement may be assigned traffic control duties prior to and immediately following an event. Those officers should be assigned relevant duties during the event as well.
<p>4. Develop a Personnel Accountability Report for each event. Obtain the total number of personnel working in each functional area of stadium operations.</p>	Accounting for all working personnel at the event is important in an emergency.	<ul style="list-style-type: none"> • Maintain a list in the UJOC/EOC at each event. • Update list prior to start of each event. • Prior to each event, identify a rallying point for each staff group to meet if facility evacuation becomes necessary. • All staff groups should account for their groups and report to the EOC In an emergency.
INTELLIGENCE/COLLECTION/ANALYSIS/FUSION/SHARING		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a plan for handling the collection, sharing, and protection of information.</p> <ul style="list-style-type: none"> • Establish a program for staff situational awareness 	Intelligence is essential for planning, anticipating issues, implementing venue plans, and maintaining situational awareness, and includes information that	Information should be handled on a right and need to know basis.

	may threaten the event (e.g., crime, terrorism, weather, other community activities, etc.).	Fusion Centers have a good model for handling, collecting, analyzing, sharing, etc. information. Conduct pre-event surveys of past events (from all sources possible) for upcoming events. Request information such as attendance, number of security and law enforcement personnel used, total number and types of incidents to include arrests and medical issues, event demographics, crowd dynamics, etc.
2. The primary law enforcement agency responsible for the event is the best choice for handling and/or protecting intelligence material.	Safeguard information.	The FBI JTTF and Field Intelligence Group (FIG) are also good broader intelligence sources. All intelligence sources (local, state law enforcement and Fusion Centers) are important and can provide useful information.
Local Criminal Assessment		
1. The law enforcement agency that is responsible for the venue should collect, disseminate, and store this information as required for events.	Intelligence information is critical to assessment, planning, implementation, and response.	This intelligence, in conjunction with the results of risk/threat/vulnerability assessments, will allow for effective planning regardless of the venue/event size.
Public/Private Collaboration		
1. Establish a working relationship with the local FBI JTTF and state Fusion Center.	Enhances information sharing.	Applicable for all size venues/events.
2. Join local information sharing groups such as InfraGard (public-private collaboration),	All avenues of information.	www.infragard.org Public/private and private to private collaboration is essential.

<p>Neighborhood Watches, and community policing units in the area of the event.</p> <ul style="list-style-type: none"> Consult with corporate security departments from high profile companies that attend games/events or have offices in the vicinity of the venue 	<p>Are they targets of threats or actions?</p>	<p>Local law enforcement neighborhood policing units and DHS/PSA are great sources.</p>
<p>3. Enhance information sharing on high profile/high risk constituents</p>	<p>Attendees at events may include high profile business leaders, elected officials, celebrities, professional athletes, or other individuals. Examples of potential risks to events include individual safety threats, crowd management issues, and protests.</p>	<p>Proactively seek out information from all sources (i.e., sport leagues, ticketing companies, customer relations, corporate or private protective details).</p>
<p>Terrorism Assessment</p>		
<p>1. Assign a liaison with local FBI JTTF and state Fusion Center. This is the best way to be alerted to any intelligence of potential terrorist activity/threats to the venue/event.</p>	<p>Stay aware.</p>	<p>Consider having a staff member get a security clearance through DHS or FBI JTTF so they may receive classified information for planning and response.</p>
<p>SAFETY AND SECURITY G/EDP</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Perimeter Control/Protection</p>		
<p>1. Conduct an area Crime Analysis to objectively determine what problems exist on event days and non-event days.</p>	<p>Must establish facility/ticket holder protection before, during, and after events.</p> <p>Aim to answer questions such as: Is the area more/less conducive to crime than average? What types of crimes occur in</p>	<p>Law enforcement should conduct a crime analysis and gather input from their local counterparts. The entity most appropriate to conduct this analysis is the local law enforcement agency responsible for the venue.</p>

	the area during and independent of venue-related activities?	
<p>2. Continually maintain relevant records for reference and analysis over time.</p> <ul style="list-style-type: none"> Public facilities may have terms and timeframes that they must follow for records maintenance/retention 	<p>For assessment, planning, and legal liability.</p> <p>Aim to answer questions like: Is the area more/less conducive to crime? What types of crimes occur in the area during and independent of venue-related activities?</p>	<p>Procedure is independent of size.</p>
<p>3. Develop close coordination between facility and local law enforcement.</p> <ul style="list-style-type: none"> Staff the outer perimeter entry/control points with venue security staff. Also add uniformed law enforcement when possible. 	<p>Establish collaboration to ensure access control and security of participants and spectators.</p>	<p>Coordination with clear roles and responsibilities is essential to effective security and safety.</p> <p>Do not expect law enforcement to provide venue security responsibilities - their presence serves as a deterrent and to address order issues.</p>
<p>4. Place mobile concrete barriers between the venue and all major adjacent roads immediately surrounding the venue on event days and/or consider closing the roads.</p> <ul style="list-style-type: none"> Reinforce areas that are vulnerable to forced vehicle entry with substantial barricades (i.e., bollards, retractable wedges, anti-ram fences, large trucks or buses, jersey barriers, reinforced concrete decorative planters, etc.) 	<p>Creates a buffer zone between the venue and general traffic.</p> <p>Barriers protect pedestrians and bystanders alongside these roads. Using these barriers limits vehicle access points, which makes vehicle verification less stressful.</p> <p>Also serves as an impediment to vehicle borne improvised explosive devices</p>	<p>If roads are just closed with plastic/wood barricades, they should be staffed by law enforcement.</p> <p>Water filled barriers are also an option if concrete is unavailable.</p> <p>Park security or staff vehicles behind barricades to reinforce if needed.</p> <p>NOTE: Plastic/wood barricades are deemed ineffective against vehicle ramming attacks; they are for traffic control and not a protective measure.</p>

	(VBIEDs) and vehicles used as attack weapons.	Permanent or temporary barriers of sufficient durability are required to stop a vehicle. Examples include water filled barriers, concrete jersey barriers, bollards, other large vehicles (e.g., cars, trucks, busses) or devices specially designed for this purpose, retractable wedges, anti-ram fences, reinforced concrete decorative planters.
<p>5. Arrange to have marked law enforcement vehicles parked randomly outside critical facility assets when possible.</p>	Serves as a deterrent, even if unmanned.	They have to be parked somewhere when not on patrol.
<p>6. Ideally, the venue should have concentric circles of security (CCS) that establish inner, middle, and outer perimeters.</p> <ul style="list-style-type: none"> • The INNER circle would typically encompass everything from the facility exterior wall/fence inward <ul style="list-style-type: none"> ○ The PLAYING SURFACE within the INNER circle is considered a separate high security area • The MIDDLE circle would typically encompass everything from the exterior wall/fence outward to at least 100 feet (if possible) • The OUTER circle would typically encompass everything from 100 foot line to the property line or other arbitrary border – a minimum of 500 feet should be established where possible 	<p>Each circle (perimeter) will have different security requirements/controls and trained staff to avoid confusion.</p> <p>Generally, this information should be made available to attendees to avoid access confusion.</p> <p>Each circle/level allows for containment of a potential situation.</p> <p>Protect mass gathering areas.</p>	<p>The risk assessment, the size, impact, and history of the event, the number of attendees, and the history of prior events will drive the size and complexity of the security plan and defined CCSs.</p> <p>Protective zones fluctuate. When implementing CCS, the type of the facility, geography, and surroundings will dictate the number and size of the circles and distance for each segment.</p> <p>In instances where 100 feet of clearance is not available, vulnerable areas and possible threats must be identified and alternative arrangements made to secure the facility’s perimeter through methods such as utilization of barriers, vehicle and pedestrian routes, and placement of law enforcement/ security guards and other event parking/traffic staff.</p>
<p>7. Place emphasis on middle and outer perimeters.</p>		

	Recent terrorist events indicate that violent extremists target individuals as the inner perimeter becomes hardened.	Use a holistic and long-range approach. Implement protective measures for soft target areas surrounding venue. Include walkways, tailgate areas, and team and entertainment routes. Deploy staff trained in behavioral observation and suspicious activity recognition techniques.
8. Maintain emergency ingress/egress routes for public safety vehicles.	Ensure rapid, unrestricted response.	This is applicable to all size events.
Pre-Event Inspection		
1. Conduct a facility inspection before the venue gates open to remove all unauthorized materials, vehicles, and people to create secure MIDDLE and INNER perimeters. <ul style="list-style-type: none">• Incorporate a pre-event checklist• The results of the inspection should be reported to the Command Center prior to gate opening. The results of each pre-event inspection should be maintained as documentation that the inspection was conducted, and the area was controlled at a point in time prior to gate opening/patron entry.	Prevent unauthorized materials, vehicles, and people from disrupting the event to the greatest extent possible. Prevent IEDs/WMDs.	The inspection will be driven by event type, history, size, intelligence, and threat and risk factors unique to the event, especially if known threats or knowledge of similar (recent) activities exist. At a minimum, staff should walk the entire facility for larger events. Events with 15,000+ attendees should have bomb dogs/electronic detection. Should a suspicious package or bomb subsequently be found, a timeframe can be established to predict approximate placement time.
2. Inspect all buildings located within 100 feet of the venue prior to the event and then secure them to the greatest extent possible.	This is to prevent potential assailants from using nearby buildings for an attack.	At minimum, conduct (or have those responsible for the buildings conduct) a walk-through inspection before each venue is open to attendees.

		<p>This will be driven by threat intelligence and also serves as a deterrent.</p> <p>This may not be possible at all venues, but an inspection should certainly be conducted if threat level is elevated for any reason.</p>
ACCESS CONTROL		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Ticketing and Credentialing		
<p>1. Secure the INNER perimeter so that no one without a ticket, pass, or credential is permitted entry through venue gates or entrances.</p>	<p>Proper access control</p>	<p>See Crowd Dynamics/ Management (CDM) – Ticketing/Credentialing</p> <p>Wristbands have been found to work well for temporary staff. Use different colors for different days/events.</p>
Pedestrian (Attendees, sponsors, staff/workers, team members, media, officials)		
<p>1. All open access points should be staffed. Only authorized individuals are permitted to enter the venue.</p>	<p>Effective access control is necessary for event control.</p>	<p>This should be standard operating procedure regardless of venue/event size; however, access may be reduced for ingress/egress within fire codes based on event size and attendance.</p>
<p>2. Game/event day staff should report to a designated entrance(s), provide a valid photo ID, sign in, and receive their credential and post orders.</p>	<p>Controls entry of event staff. Reduces confusion and overlap with greater control.</p>	<p>Use more than one designated entry point for large venues/events.</p>
<p>3. Have broadcast company(s) provide a list of all personnel requiring access into the facility/event.</p>	<p>Reduces risk of unauthorized persons gaining entry and prevents unwanted</p>	<p>This should be conducted with no exceptions, despite inevitable complaints, and regardless of venue/event size.</p>

<p>Upon entering, broadcast personnel should identify themselves with photo ID so that they may be issued a venue credential. All broadcast bags should be checked, inspected, and tagged.</p>	<p>material/items from being brought into the venue. The adversary will know if these individuals come and go without any checks.</p>	<p>Consider issuing season passes to some media members that attend every event. These passes should include a photo of the media person.</p>
<p>4. Secure specific areas to prevent post-game access.</p> <p>Such areas include:</p> <ul style="list-style-type: none"> • Concessions stands, kitchens, and storage rooms • Equipment rooms • Locker rooms • Playing surface • Green room/dressing rooms • Staff offices • Suite level(s) • Electrical/mechanical rooms <p>*A checklist should be used to reduce theft and damage while shutting down the facility.</p>	<p>The event is over when the last patron leaves the venue.</p> <p>Safety and security requirements for the venue may remain in place for several hours after all spectators have departed.</p>	<p>Ensure workers/volunteers understand that the event is over when event operations says it is and not when the last buzzer sounds.</p> <p>Often more issues arise on egress than on ingress.</p>
<p>5. Post signs near all entrances clearly identifying prohibited items. Prohibit firearms and other weapons as allowed by state law. Use public address systems and video/digital communication systems to communicate policies, restrictions, prohibited items, and evacuation routes to patrons as they enter the stadium/arena.</p>	<p>Avoids confusion concerning what is and is not permitted. Prevents attendees from arriving at facility entrances with prohibited items, thus requiring them to return the items to their vehicles and potentially resulting in them discarding their prohibited items.</p>	<p>This is applicable to any size venue and would be scaled to the size of the event to prevent ingress backlogs. Random screening may be appropriate for smaller venues with no adverse intelligence.</p> <p>State firearms laws will dictate the implementation of venue policies regarding possession of firearms, especially on public property.</p>

<ul style="list-style-type: none"> • Include signs at “Park and Ride to Stadium/Arena” locations, event shuttle pick-up points, and other mass transportation locations. • Educate mass transit/tram/bus drivers and assistants to watch for prohibited items so that patrons can return items to their vehicles before getting on the bus/train. 	<p>Improves guest experience and customer satisfaction.</p>	<p>Determine how to deal with off-duty law enforcement in possessions of firearms attending as fans.</p>
<p>6. Include signage that advises attendees that individuals who appear to be intoxicated will be denied entry at the discretion of the facility/event.</p>	<p>Helps to set acceptable standard of behavior.</p>	
<p>Vehicular</p>		
<p>1. Allow <u>only screened</u>, authorized, and credentialed vehicles to be parked within the MIDDLE or INNER perimeters, and then only after they have been screened prior to entry. Inspect all broadcast/media vehicles to ensure that they are properly credentialed.</p>	<p>Vehicular traffic can be used as a weapon (i.e., VBIED or ramming) and is a fire hazard and a pedestrian and smuggling risk.</p> <p>This area is very vulnerable and should be monitored and secured.</p>	<p>Authorized vehicles may include law enforcement/emergency vehicles, sponsor vehicles, broadcast equipment trucks, rigging trucks, and vehicles driven by facility employees, team staff, officials, players, their families, entertainment/talent, and entertainment/talent equipment. Check all vehicles.</p> <p>Pay particular attention to the presence of unsolicited emergency vehicles (e.g., ambulances - check inside ambulances).</p> <p>Make this part of the preseason planning so that the Marketing Department can notify sponsors/vendors of any changes well in advance of the beginning of the season.</p> <p>Several venues are using license plate readers (LPR) that are synced with local law enforcement databases. This</p>

		<p>helps identify stolen vehicles and banned persons, including individuals with outstanding warrants.</p>
<p>2. Inspect and credential (label) ALL (including public safety) vehicles allowed inside the MIDDLE or INNER security perimeters.</p> <ul style="list-style-type: none"> • Broadcast vehicles should be located in a designated secure compound(s) with its own perimeter, if possible. A security officer should be deployed at all times at the broadcast/media compound while media is present. Entry to the media area should be controlled and all media should be credentialed. • Roads should be blocked off when necessary and special event-day traffic procedures should be instituted to allow for vehicle ingress/egress 	<p>Credentialing /labeling avoids the confusion of whether a vehicle has been inspected upon entry and can also denote which vehicles are permitted where.</p> <p>Assists in preventing VBIEDs.</p> <p>To avoid use of fake “cloned” public safety vehicles.</p>	<p>This should be a relatively small number of vehicles.</p> <p>Colored stickers, wristbands, etc. (changed for each event) could be used.</p> <p>The inspection and credentialing of public safety vehicles may be subject to local practices and should be coordinated with local entities as required.</p>
<p>3. For INNER perimeter entry and for venues that offer UNDERGROUND PARKING, vehicle checks should be conducted by trained staff using interior and exterior visual inspection and, when necessary, undercarriage mirrors prior to each vehicle entering the inner perimeter/underground parking.</p>	<p>Larger vehicles present a greater risk due to their size, capacity, and volume of fuel tanks.</p>	<p>This can be time consuming, so consider using explosive detection canines to expedite the process and use mirrors to augment in case of an alert. Working canines should have a national certification (i.e., USPCA, IPWADA, NAPWADA) to ensure that the canines and their handlers receive adequate training.</p> <p>As a general rule of thumb, large venues (50,000+ spectators), need a minimum of four canine teams to clear the venue within six hours.</p> <p>Remember working time limitations for bomb dogs.</p>

<p>4. If the venue has parking inside the venue, each vehicle should be searched (including with undercarriage mirrors) and its occupants screened. The use of trained explosive detection canines is suggested. The sale of daily parking permits should be prohibited in such areas.</p>	<p>Larger vehicles present a greater risk based upon their size, capacity, and volume of fuel tanks.</p>	<p>This should be strictly adhered to and enforced due to the magnitude of damage/impact of a VBIED.</p> <p>Some venues may want to do this only if specific intelligence indicates a threat. It could have a significant impact, although it may be rare.</p> <p>The fire codes in some jurisdictions prevent vehicles from parking in or close to the venue due to possible fire/explosion of fuel tanks.</p>
<p>5. Ensure that the interiors and exteriors of all vehicles parked immediately adjacent to the venue (usually the middle perimeter) are searched. Use bomb dogs, if possible.</p>		<p>Consider these high-risk areas. Reserved parking should not be transferable.</p>
<p>6. All trucks and delivery vehicles seeking access to the INNER, MIDDLE, or underground parking or loading dock areas should be inspected visually and with undercarriage mirrors for hazardous materials, weapons, and explosives.</p> <p>Depending on the configuration of the venue, the contents of the vehicle should be inspected by the security staff (i.e., visually or with bomb sniffing dogs) prior to permitting any truck or delivery vehicle entry to the ramp leading to the service level or any area below the venue.</p>	<p>Protection efforts to prevent the introduction of hazardous/prohibited/explosive items into the venue.</p>	<p>Ideally, all such deliveries except perishables (i.e., ice, fresh baked goods, flowers, etc.) should be delivered at least 24 hours prior to the venue opening, to avoid tying up event day resources.</p>
<p>7.</p>		

<p>All sponsorship displays or concession vehicles within the venue’s INNER or MIDDLE perimeters must comply with local fire codes and, at a minimum, comply with the following:</p> <ul style="list-style-type: none"> a. Inoperable gas cap b. Disconnected battery c. Minimal fuel in tank d. Possession of keys to the vehicle by a designated security or facility team representative e. Unattended sponsor vehicles should not impede egress 	<p>Protection efforts to prevent the introduction of hazardous/prohibited/explosive items into the venue.</p>	
<p>8. Monitor parking lots to ensure that they are accessible for EMS and fire vehicles. Ensure that parking aisles are not blocked.</p>	<p>Ensure emergency vehicle access.</p>	<p>Parking lots should be cleared and closed prior to an event for safety and security purposes.</p>
<p>9. Remove all unauthorized or unidentified vehicles within the defined perimeters as part of the inspection process prior to opening the gates.</p> <ul style="list-style-type: none"> • Conduct at least a cursory screening of all vehicles entering a controlled parking lot • Parking lots should be inspected daily and unattended vehicles not removed within a reasonable amount of time should be investigated and removed as soon as possible 	<p>Unattended vehicles can pose a problem. Vehicles that appear to be abandoned or unattended breed unwanted activity on the property.</p> <p>Individuals who are intent on doing harm will notice if vehicles are left in lots without a recourse.</p>	<p>This is a best practice, but vehicle removal may not be possible at adjacent properties not under facility control. These parking lots should be closely monitored.</p> <p>SEE Tailgating</p>
<p>10. Prohibit vehicular use inside the INNER perimeter of the facility during the event.</p>	<p>The venue has a different dynamic when occupied.</p>	

Deliveries and Waste Removal		
<p>1. All delivery entries and exits should be prescheduled and documented. Entry should be centralized to a single point so they can be checked against the list of scheduled deliveries.</p> <ul style="list-style-type: none"> • Deliveries should not be planned on event day. If deliveries must be made, they should be made at least 100 feet outside the perimeter of the venue and the contents should be inspected. • Deliveries should be scheduled through a single entrance whenever possible. • Delivery of hazardous materials should be scheduled during times of non-occupancy (i.e., overnight or early in the morning). • Advanced scheduling should be completed with sufficient time to permit vetting of the delivery company, the driver’s license of the driver and helper, and the contents listed on the manifest. • All delivery vehicle drivers and helpers must produce valid government-issued photo identification and must sign in at a control point. The previously submitted driver’s license must match that of the person making the delivery, and the previously submitted manifest must be reconciled with the contents of the vehicle at the time of delivery. • Keep a record of each vehicle, driver, and helper(s) entering or leaving the venue by use of a log or permit system. Records should be retained through the end of each season/calendar year. 	<p>Limit possible accessibility of VBIEDs and the possibility of a vehicle used as a weapon or a safety issue.</p> <p>Propane delivery trucks making refill deliveries pose a significant risk.</p>	<p>Particular attention should be given to bank armored truck deliveries (i.e., ATM service), food service deliveries (i.e., post-game team meals), etc.</p> <p>All vehicles within the 100 foot perimeter should have visible placards.</p> <p>Identify drivers before the event and credential them. Depending on access granted, require drivers to be background checked.</p> <p>Shut down deliveries and waste removal before start of the event (i.e., kickoff) until after the event if there are no space limitations or storage issues.</p> <p>Consider taking a picture of the driver and their driver’s license with a smart phone camera.</p>

<ul style="list-style-type: none"> At no time should any vehicle be unescorted or left unsupervised. Upon departure, the driver should check out at the security control point where the vehicle may be checked to ensure no theft has occurred. 		
<p>2. All waste removal should be scheduled, but not during the event when the venue is at high capacity.</p> <ul style="list-style-type: none"> Do not place dumpsters/trash receptacles under or adjacent to structural supports Use sufficient dumpsters/receptacles that will allow for pickup <u>after</u> the event Trash receptacles should be emptied regularly with contents placed in dumpsters 	<p>Coordination.</p> <p>To prevent a dumpsters/trash receptacles from being used as IEDs.</p>	<p>Consider sealing trash bags with color-coded zip-ties or something similar; change the zip-tie color for each game.</p>
<p>3. If practical, exterior trash receptacles should not be placed within 100 feet of the venue and/or during periods of high threat, exterior trash receptacles should not be placed within 100 feet of the venue/event.</p>	<p>Venues vary in setting (i.e., urban/downtown, suburban, industrial) and have other limiting boundaries such as roadways, buildings, or natural features.</p>	<p>Options to consider include:</p> <ul style="list-style-type: none"> Blast resistant receptacles Plexiglas trash cans that are transparent Removing external trash receptacles
<p>Re-Entry Policy</p>		
<p>1. Establish a re-entry policy and enforce it.</p> <ul style="list-style-type: none"> The best practice is to not allow re-entry. If re-entry is permitted, it should be at a prescribed gate using standard screening procedures. 	<p>Many issues are created by re-entry and it is not recommended.</p> <p>This prevents many issues.</p>	<p>This should be a policy decision that is communicated before the event.</p> <p>Build mechanisms in place for the event to deal with people who are new or “did not know.”</p>

		Medical/child care issue could be an exception, but re-screen.
<p>2. Re-entry policy</p>	<p>If the event/venue is reopened after an evacuation there must be a plan in place for re-opening the venue, including re-screening entrants who had previously entered the venue.</p>	<p>The plan should include:</p> <ol style="list-style-type: none"> 1. Ticket verification (rescan vs. visual inspection) 2. Communication describing the re-entry process 3. Rescreening process 4. Staff assignments

ROBBERY/THEFT PROTECTION	G/EDP
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<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have a program and procedures to address securing cash collected during the event from robbery or employee theft.</p> <ul style="list-style-type: none"> • Establish a central bank at the venue that receives monies collected from tickets, parking, and concessions (food and merchandise) • All cash movement from the event bank to a financial institution should be via armored car • The event bank should have CCTV coverage of access points, collection and counting areas, and exchange and storage areas • Separate the cash storage area from the cash receipt area 	<p>Robberies at sport and entertainment events and their on-site banks have occurred many times. Pre-planning will help reduce this risk and mitigate issues.</p>	<p>Most of these thefts are based on insider information.</p> <p>Conduct scheduled and unscheduled employee bag checks.</p> <p>Maintain lists by name of all in-house and contracted staff. Technology such as security cameras and alarms should be installed in the central collection or counting room.</p> <p>Consider a law enforcement escort, particularly for large amounts of cash.</p>

<ul style="list-style-type: none"> • Cash should be carried in non-descript packaging/ bags concealing the contents from public - do not draw attention to money movement • Establish a policy that no sales location can amass more than \$2,000-\$5,000 before transferring it to the bank • The event bank should have armed guards or law enforcement in the bank • The event bank should not be easily accessible from outside venue 		
<p>2. Establish law enforcement response procedures for robbery or theft.</p>	<p>Reduces danger to patrons, event staff, and law enforcement.</p>	<p>See EAP</p>
<p>3. Establish procedures to prevent and address credit card information theft/skimming and other types of financial fraud.</p>		<p>Include procedures in Game/Event Day Operations Plan and communicate them to participating public safety personnel.</p> <p>See EAP</p>

CYBER SECURITY

G/EDP

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Policy and Planning		
<p>1. Develop and implement a Cyber Security Plan that at covers the following a minimum:</p> <ul style="list-style-type: none"> • Public safety systems <ul style="list-style-type: none"> ○ Incident management ○ Venue emergency notification system ○ Video surveillance systems 	<p>This has become a great risk due to its potential for far reaching impacts as a result of cyber controls over large segments of venue/event operations.</p>	<p>DHS, FBI, and InfraGard can provide input/support and documents for developing the plan.</p> <p>Include key staff in event planning:</p> <ul style="list-style-type: none"> • Chief Information Security Officer • Information technology • Communications (radio) systems technology

<ul style="list-style-type: none"> • Event systems <ul style="list-style-type: none"> ○ Web/social media presence ○ Ticketing/credentialing ○ Timing/scoring ○ Logistics ○ Venue management ○ Electronic signage ○ Facilities equipment management ○ Video board/video information systems 		<ul style="list-style-type: none"> • OTHERS: HVAC, lighting, Wi-Fi, mass notification system vendor • Venue Public Affairs/Public Relations Manager
Hardware/Software/Network		
<p>1. Ensure that all operating software and hardware is regularly updated, patched, and tested (i.e., registration, credentialing/ticketing, payments, scoring, timing, medical, incidents, incident management, etc.).</p>	<p>Current software to protect the integrity of the event.</p> <p>Prevents intentional misinformation.</p>	<p>Requires competent technical staff and coordination.</p> <p>Larger events – bigger issues.</p> <p>Security is essential because venue systems are frequently Web based or connected to the internet.</p>
<p>2. Install and maintain current cyber-security technologies and techniques (user authentication, firewalls, virus and spyware protection, encryption, etc.).</p>	<p>Must protect personal identifying information (PII), payment card information (PCI), and healthcare data (HIPAA).</p>	
<p>3. Back up all information on a regular basis and store in a secure off- site location.</p>	<p>To prevent data destruction, loss, and ransomware.</p>	<p>Daily, or at least weekly, backups will prevent the facility/team from becoming a victim of cyber-attacks.</p>
<p>4. Have a reporting protocol that includes notification to the IT and facilities departments or designated experts on staff, an initial</p>	<p>The sooner law enforcement can address the attack the better since it can limit system data damage loss.</p>	<p>DHS, FBI, and InfraGard can assist with training programs and security tips.</p>

<p>evaluation of the incident, and referral to law enforcement as appropriate and circumstances dictate.</p> <p>Immediately report all breaches/denial of service attacks and ransomware to the FBI/law enforcement.</p>		<p>Identify internal staff that have the knowledge and ability to assist with investigation.</p>
<p>5. Have an IT incident plan and redundant and backed up critical IT systems.</p>	<p>Internet outage or loss of system during an event will have major impact.</p>	<p>Identify and have key technical staff at event or on call and ready to respond to a system failure.</p> <p>Locate and train on manual override of web-based controls (e.g., electrical switches, lighting controls, HVAC controls, communication systems, mass notification control points).</p> <p>Ensure that critical systems have alternate power supplies. See EAP</p> <p>Develop and practice back up procedures for operational systems in the event of network failure (e.g., ticketing and credentialing systems, access cards, communications, etc.).</p> <p>Isolate applications so not all data is compromised through a single intrusion.</p>
<p>Training-IT/Cyber</p>		
<p>1. Provide regular user awareness training on IT-cyber security, policies, procedures, responsibilities, threats, and incident reporting for staff and volunteers.</p> <p>Document the training and written or verbal testing.</p>	<p>A lack of knowledge/ information can result in unintended consequences.</p>	<p>DHS, FBI, and InfraGard can assist with training programs.</p>

Control Access – IT Cyber		
<p>1. Digital - User authentication/password access controls should be created and distributed on a need to know basis.</p> <ul style="list-style-type: none"> • Access for all terminated/departing employees should be cancelled immediately. 	<p>Prevent unauthorized access.</p> <p>Insider threats are the most prevalent.</p>	<p>Data should be encrypted.</p>
<p>2. Physical - Access to information technology facilities should be controlled so that only authorized personnel may enter.</p> <ul style="list-style-type: none"> • Access for all terminated/departing employees should be cancelled immediately. 	<p>Insider threats and social engineering are the most prevalent.</p>	
<p>3. Data should be encrypted.</p>		<p>Encryption is essential to protect from data loss.</p>
INVESTIGATION		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Questioning and Detention		
<p>1. Develop policies and procedures and establish a location for detaining and questioning persons who have exhibited suspicious/unacceptable behavior and/or have violated the Fan Code of Conduct/security policies and/or regulations/laws.</p>	<p>Litigation protection and procedural control.</p>	<p>Develop in conjunction with law enforcement partners and have it reviewed by general counsel.</p> <p>These should be consistent with jurisdictional laws. Some venues have holding facilities.</p>

<ul style="list-style-type: none"> • This should include individuals who appear to be impaired and demonstrators/rioters. 		
<p>2. Train security staff in the proper methods for handling confrontational interactions and detention of individuals until law enforcement can arrive to take control.</p> <ul style="list-style-type: none"> • Document the training and testing (verbal or written) 	<p>To safeguard staff.</p>	
<p>3. Establish procedures for when to involve law enforcement.</p>	<p>Clear lines of roles, responsibilities, and procedures.</p>	<p>Ensure security staff understands that they are not law enforcement.</p>
<p>4. Establish criteria for ejections and ensure that a supervisor makes ejection decisions. This should be consistently applied and documented.</p>	<p>Litigation protection.</p>	<p>This will vary based on who is doing the ejection (i.e., law enforcement, security staff, etc.).</p>
<p>On-Site Holding Facilities (If applicable)</p>		
<p>1. Monitor holding facilities (i.e., secure interview rooms/processing rooms/cells) when they are occupied by detainees.</p> <p>Comply with state laws.</p> <p>Separate adult and juvenile detainees and male and female detainees.</p>	<p>The critical issues are detainee safety and to protect law enforcement and the venue, brand, etc., from false allegations.</p>	<p>Monitoring options can include visual observation by venue security cameras or the presence of multiple staff members. Staff should never be left alone with a detainee.</p> <p>Numerous camera technology solutions exist (e.g., CCTV, body cameras). These solutions should be utilized in compliance with laws, local law enforcement procedures, protection of privacy, and guidance from legal counsel.</p>

		<p>Immediate transfer of detainees to police custody is also an option.</p>
<p>Reports and Record Keeping</p>		
<p>1. Have staff prepare a report on each complaint/dispatch or adversarial interaction with a patron or any individual. Maintain a record of offenders.</p> <ul style="list-style-type: none"> • Document contact with all individuals who are detained and questioned for unruly or suspicious conduct. • Document all individuals who are ejected At a minimum, documentation should include: name of patron/fan/suspicious person, date, time, location (i.e., section, seat number) reason for contact/ejection, name and agency of officer, staff initiating contact/ejection • Collect additional information or evidence as necessary to include a photo of patron/fan/suspicious person, video recording of contact, witnesses, etc. 	<p>For defense in potential litigation.</p> <p>Need appropriate records for enforcement, statistical analysis, and potential litigation.</p>	<p>The initial capture of information could be written on an incident card and/or documented or dictated into a smartphone, and then subsequently transcribed into an incident report.</p>
<p>2. Photograph and/or video ALL individuals who are questioned, detained, and/or ejected.</p>	<p>For identification and event organization protection.</p>	<p>This may seem burdensome; if experiencing high numbers of incidents (indicative of other issues), explore the causes of the incidents to correct and reduce the volume.</p> <p>State laws may require that this policy be <u>posted</u>.</p>

<p>3. Cite and record offenders. Advise them that they may not be permitted to attend events at the venue for the remainder of the year or the following year.</p>	<p>Need appropriate records for enforcement, statistical analysis, and potential litigation.</p>	<p>Consider a policy of not permitting offenders to attend events for the remainder of the season or next season (if the incident occurs near the end of the current season), based on the seriousness of the offense.</p>
<p>4. Ensure accountability of all ejections through identification, documentation, and a photograph.</p> <ul style="list-style-type: none"> Establish a Phone-a-Family/Friend policy that requires any individual ejected for intoxication and not arrested must phone a family member or a friend to take responsibility for them. The individual who takes responsibility must be sober and they should sign a waiver stating that they will take responsibility for the individual before the individual is released to them. 	<p>Prevents ejected offender from causing additional problems and liability to the venue and organization. Also ensures the safety of others.</p>	<p>Advertise this policy.</p> <p>Establish a Phone-a-Family/Friend policy that requires any individual ejected for intoxication and not arrested must phone a family member or a friend to take responsibility for them.</p> <p>ALSO SEE: G/EDP SECTION</p> <ul style="list-style-type: none"> TAILGATING RULES & RESTRICTIONS ALCOHOL MANAGEMENT <p>T/IM SECTION</p> <ul style="list-style-type: none"> INNOVATION

TRANSPORTATION MANAGMENT

G/EDP

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Public Transportation		
<p>1. Private vehicles, taxis, city buses, subways, trains, and/or ferry boats may be used to travel to and from the event. Coordinate and anticipate the volume and safety/security of passengers.</p> <ul style="list-style-type: none"> Need to heighten security and conduct briefings on unusual behavior, unattended/abandoned items with terminal/hub/station attendants 	<p>Safety and security awareness through training and monitoring.</p> <p>These become potential targets because of crowd volume and density.</p>	<p>This will vary based on the environment (i.e., urban, suburban, or rural), what types of public transportation are available, and event size.</p> <ul style="list-style-type: none"> These become potential targets because of the numbers of passengers May require additional units to handle surges

<ul style="list-style-type: none"> • During peak periods increase law enforcement presence • Use these modes of transportation as an opportunity to communicate with attendees via signage or announcements concerning prohibited items, weather, and other event information 		<p>Metrics related to passenger volume over time for various modes and routes may be available from transportation providers for larger events. This information will be very beneficial for planning (e.g., analysis and calculation of arrival volume, density, and timing for current and future events).</p> <p>May require additional units to handle surges.</p>
<p>2. Plan for drop off and pick up from taxi or ride sharing services (i.e. Uber, Lyft)</p>		<p>Designate location that fits the traffic management plan.</p>
<p>3. Consider and plan for evacuation/shelter concerns at these transportation hubs/terminals/stations.</p>		<p>Include in overall EAP.</p>
<p>Buses/Trams</p>		
<p>1. Venue security must ensure the safety and security of event participants (e.g., fans, teams, entertainers) who are moved to and/or from transportation hubs to the venue in venue-provided methods of transportation.</p>	<p>Secure and safe movement.</p>	<p>This is going to depend on the environment and size of the event.</p>
<p>2. Conduct background screening on drivers and credential drivers and vehicles.</p>	<p>Litigation protection.</p> <p>To exclude sexual offenders and individuals with prior DUI or extensive problematic driving records.</p>	<p>Example: Avoid having individuals with extensive problematic driving records or DUI offenses or sex offenders from driving these vehicles.</p>

<p>3. Conduct searches of these vehicles prior to their use.</p> <ul style="list-style-type: none"> • Need to heighten security and conduct briefings on strange behavior, unattended/abandoned items, etc. • Document training/briefing and testing (verbal or written) 		<p>Consider creating a laminated two-sided 5 inch X 7inch card with the vehicle search procedures.</p>
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TRAFFIC MANAGEMENT	G/EDP
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<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
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Movement		
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<p>1. Develop a detailed plan for vehicular flow into and out of venue parking lots.</p>	<p>This addresses the aspect of the event that is most disruptive to the patrons and community.</p>	<p>Define and agree upon the event traffic perimeter and area of responsibility or oversight in the planning process. Since both venue/event and local roads are involved, include all relevant local jurisdictions.</p>
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<p>2. In the age of new transportation modes (Uber/Lyft), consider centralizing a separate drop-off/pick-up for these modes that fits into the overall Traffic Management Plan.</p>	<p>Simplifies a location, is more user friendly, provides a safer environment, and reduces congestion to traffic patterns.</p>	<p>This brings greater clarity to arrival and departure.</p>
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Street Closures/Barricades		
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<p>1. Consider fixed or mobile barriers around the areas immediately adjacent to the venue. Block cross roads along pedestrian flow as necessary.</p> <ul style="list-style-type: none"> • Reinforce areas that are vulnerable to forced vehicle entry with substantial barricades (i.e., 	<p>Creates a buffer zone.</p> <p>This has become a weapon of choice.</p>	<p>Barricades should carry the appropriate rating. Use of vector analysis, engineering studies, and SAFETY Act certified systems contribute to installing an effective system.</p>
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<p>bollards, retractable wedges, anti-ram fences, large trucks or buses, jersey barriers, reinforced concrete decorative planters, etc.)</p> <ul style="list-style-type: none"> Establish proactive measures to thwart the use of vehicles as a weapon, especially in areas of congregating pedestrians and tailgaters 		<p>If roads are just closed with plastic/wood barricades, they should be staffed by law enforcement.</p> <p>Water filled barriers are also an option if concrete is unavailable.</p>
Parking		
<p>1. All parking areas under venue/event oversight should be staffed and controlled, or at a minimum patrolled.</p> <ul style="list-style-type: none"> Close parking areas that are not needed. 	<p>Liability will affix regardless.</p> <p>The venue/event is responsible for the areas they control, own, or lease.</p>	<p>Additional considerations for night events include lighting, vests, and flashlights for staff visibility, emergency response accessibility, and disability parking. Other considerations may also apply.</p>
<p>2. All parking areas should be illuminated from dusk to dawn and, at a minimum, in compliance with standards and requirements in applicable zoning ordinances and codes.</p> <ul style="list-style-type: none"> Portable lighting should be used in unlit areas or those not sufficiently lit by permanent lighting fixtures. 		<p>Venues with CCTV coverage should consider fixed or mobile video platforms to monitor the parking lots and capture events pre-game, game time and post-game (up to a certain period). Some venues record three hours prior to three hours after the game.</p>
<p>3. All lots should be patrolled or staffed from the time the parking lots open until they are closed, regardless of whether the lot is enclosed.</p>		<p>Could use roving patrols and CCTV.</p> <p>Establish security patrols (e.g., security vehicles, bicycles, roving personnel, etc.) in the parking lots and venue perimeter.</p>

<p>4. Consider pre-paid parking because it reduces potential theft of cash and risk to the toll collector/parking attendant.</p>	<p>Reduces risk.</p>	
<p>PHYSICAL PLANT SECURITY AND SAFETY</p>		<p>G/EDP</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Employ protective measures (i.e. fencing, bollards, enclosures, or staff) around exposed utilities such as transformers, natural gas lines, water valves, air intakes, generators, and telephone switch boxes to protect them against attack and/or damage.</p>	<p>These utilities are sometimes damaged accidentally which has cascading effects.</p>	<p>A <u>risk/vulnerability assessment</u> will help identify what needs to be implemented when, where, and how.</p>
<p>2. Have some full-time facilities personnel on site during events for maintenance issues and repairs. They should remain on site until released by a supervisor. Keep a record with contact information of who is authorized to access the HVAC, mechanical, electrical, water, and gas/fuel/cooking systems for emergency response.</p>	<p>Knowing when systems were last serviced/repared and by whom is important when incidents happen. Also, need to maintain an up-to-date listing of service providers with contact information.</p>	
<p>3. Secure and protect with locks and/or tamper proof seals and/or monitor via video surveillance.</p>		
<p>4. Test backup systems monthly and/or in compliance with local codes.</p>	<p>Prevents surprises.</p>	<p>Should include load and recommended warranty testing.</p>
<p>5.</p>		

<p>Inspect and test all systems before every event and assign security staff or use monitoring devices to safeguard vulnerable systems.</p>	<p>Prevention.</p>	
<p>6. Conduct annual structural and physical inspections (to include equipment) and document inspection results/findings and any necessary remedial action.</p> <ul style="list-style-type: none"> • Maintain these records for seven years, or as required by state laws 	<p>Preventive measures and liability protection.</p>	<p>This should be part of the risk/threat assessment.</p>
<p>HVAC</p>		
<p>1. Establish a system of controls for heating, ventilation, and air conditioning (HVAC) systems. Consider installing a central emergency shut off switch for the HVAC system if local fire codes allow.</p> <ul style="list-style-type: none"> • Security should be assigned to ensure doors are locked and if elevated threat, to guard vulnerable systems, including air intakes. 	<p>Ventilation safety.</p>	<p>All HVAC, mechanical, gas/fuel systems, and other critical systems should be inspected and secured with locks and/or tamper proof seals. Security should be assigned to guard vulnerable systems, including air intakes.</p> <p>Develop equipment and life safety policies that include emergency shutoffs, water damage protection, location of information systems, and temperature and humidity controls.</p>
<p>2. Separate the HVAC systems supporting critical areas, such as server rooms and medical locations, if possible.</p> <ul style="list-style-type: none"> • Mailrooms and loading docks should not share return-air systems or return pathways with other areas of the building. 	<p>Ventilation security.</p>	<p>Air sampling technology should be available for detecting biological and chemical hazards in older facilities, where retrofitting separate air-handling systems in the existing physical infrastructure is cost-prohibitive.</p> <p>Consider off-site mailrooms.</p>

		State National Guard units can assist in detection/monitoring.
<p>3. Physically or electronically monitor HVAC air intakes for tampering by an individual and detecting hazardous materials in the air.</p>	Ventilation security.	<p>Ensure that HVAC control panels and systems are physically secured (e.g., servers in secure room, locked control panels, etc.) and implement an approval process to grant access to physical HVAC management equipment. Remote access should be authorized on a need to have basis.</p> <p>Inspect and monitor air handling intake vents and document these inspections to help prevent errors, combat insider threats, and ensure management oversight.</p> <p>Seek out SAFETY Act certified technology to detect CBRNE.</p>
Utilities		
<p>1. Maintain current contact information for all utility providers (e.g., electric/gas/water/fuel) in the Command Center.</p>	Ready and accurate availability.	Paper and digital.
<p>2. If issues are anticipated at the venue or event (e.g., adverse weather, threat, etc.), consider having utility company personnel onsite.</p> <ul style="list-style-type: none"> Where practical, utility company personnel should be onsite for the duration of the event when there are 15,000+ attendees. 	<p>This will eliminate response time.</p> <p>Reduces risk.</p>	Stage utility service replacement/back-up equipment and supplies. Ensure utility personnel and technicians are present.
Elevators/Escalators		
<p>1.</p>	For those who have them.	

<p>Test the systems and the emergency backup systems under load before each event.</p> <ul style="list-style-type: none"> • Service personnel should be onsite for the duration of the event 	<p>This will eliminate response time.</p>	
<p>Emergency Generators/Batteries</p>		
<p>1. Test emergency backup systems at designated times during the season and twice per year minimum.</p> <p>Document each test - include test results and what actions taken to remedy any issues.</p>	<p>Emergency generators and/or batteries must be functional if power has been disrupted or lost.</p>	<p>Ensure that venue back up generators are sufficient to support emergency systems to include the Command Center and cameras.</p>
<p>VISITING TEAM/EVENT TALENT SECURITY/SAFETY G/EDP</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Require identification of all visiting team personnel and officials, just as is done for home team/staff.</p> <p>Obtain a list of authorized members of visiting teams, personnel, staff, and officials in advance of the event.</p> <p>Obtain a list of all personnel who have received access credentials.</p>	<p>Player and participant safety.</p>	<p>Current intelligence and history will provide some predictive ability in scaling necessary protective actions and staff requirements.</p> <p>Require everyone except for players and coaches to scan credentials in and out of restricted areas.</p> <p>Track all visiting team personnel who have received credentials. Maintain a list on site.</p>
<p>2. Post an experienced security guard at the visiting team’s locker room door.</p>	<p>Team safety.</p>	
<p>3.</p>		<p>Rivalry, history, and risk will dictate staff requirements.</p>

<p>Prevent the visiting team and visiting marching band from entering or exiting near hostile crowds if possible. This is unsafe for players, patrons, and security personnel. Put visiting fans and/or media closest to visiting team’s entry point if possible.</p>	<p>Potential problems with fans grabbing, pulling, throwing, spitting on/at visiting team as they enter the playing surface.</p>	<p>This should be a clear violation of the fan code of conduct and may be a violation of assault laws.</p>
<p>4. Post law enforcement and security staff next to the talent and visiting team’s bench. They should accompany the team/talent on and off the playing surface/stage.</p> <p>If collegiate teams are playing, provide similar security measures for visiting team band, cheerleaders, mascot, and other easily identifiable representatives.</p> <p>Officer(s) should have direct access to UJOC/EOC in the event of an emergency. Officers should be identified to team personnel in advance.</p>	<p>Team/entertainer safety.</p>	<p>Multiple law enforcement officers and security staff may be required.</p>
<p>5. Communicate to visiting teams or entertainers electronically or in writing the venue/event plan concerning visiting team or entertainment buses, equipment trucks, and vehicle parking procedures (e.g., arrival/departure).</p> <p>These procedures must include all information required for venue access, unloading, bus and truck parking, and loading and departure.</p> <ul style="list-style-type: none"> • Bus drivers and equipment transportation personnel should provide valid government-issued 	<p>This can be problematic depending on history, outcome, and rivalries, and should not be left to chance.</p> <p>This heads off potential issues and allows for pre-planning.</p> <p>Helps visiting team/talent have a smooth, safe, and secure visit.</p>	<p>Consider issues that arose at prior events against the opponent.</p> <p>Coordinate with the visiting security contact to ensure that hotel security will address any concerns or issues. Provide security for fans seeking autographs at team bus drop off and pick up locations.</p>

<p>photo identification prior to being granted clearance to drive the vehicle into the venue</p> <ul style="list-style-type: none"> • Have a bomb dog(s) search team/talent buses and equipment trucks prior to unloading. Buses should be locked once unloaded. Consider conducting a search at the visitors’ hotel. • Team buses and equipment trucks should always be parked in non-public areas and secured. Bus drivers should lock their buses to ensure that doors and luggage compartments are always secured. Drivers should remain near their buses. • The equipment trucks should be locked and/or secured with a tamper-proof seal. • Each team’s equipment manager should oversee the loading and unloading of team buses and equipment trucks. • Equipment and baggage loading and unloading or temporary storage within public areas must be properly secured. 		<p>An individual do a visual search if no threats are indicated and no bomb dogs are present.</p>
<p>6. Law enforcement officers traveling and visiting a location should contact the local law enforcement agency to coordinate activities.</p>	<p>Prevents issues.</p>	<p>This is a simple courtesy when planning to conduct activities outside of a local jurisdiction and also is an officer safety measure, particularly if traveling armed.</p>
<p>7. Share the Emergency Operations Plan (EOP) with designated visiting team/talent contact.</p>	<p>Use visiting team/talent as resource for preparation and coordination in the event of an emergency.</p>	

BEHAVIORAL ISSUES		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Disturbances - Pre, During and Post Game		
<p>1. In conjunction with all participating law enforcement agencies, event managers, and venue operators, develop written policies for staff response to violations of the Fan/Attendee Code of Conduct. Violations to address include:</p> <ul style="list-style-type: none"> • Celebratory disruptions/rioting • Civil disturbances/demonstrations • Drunk and disorderly • Playing surface encroachments • Fighting • Illegal drug use/possession • Thrown items • Use of vulgar language • Inappropriate/prohibited signage 	<p>Be proactive; these issues will arise.</p>	<p>Causes of disturbances can vary and include protests or activism not associated with the sports/entertainment events.</p> <p>Protests/activism:</p> <ul style="list-style-type: none"> • Leverage social media for situational awareness • Work with fusion centers and local authorities to improve knowledge of individuals and groups participating in protests • Engage with campus student organization(s) and the Dean of Students to learn more about the protest and the protesters • Build relationships with students and protest leaders before a protest • Explain boundaries • Establish expectations • Gain knowledge on purpose or cause • Train public safety staff on de-escalation techniques <p>Field/court/stage incursion: If a fan/attendee enters or attempts to enter the competition area/stage, venue security must immediately take the necessary means to remove the attendee from the court/field/stage and the competition venue consistent with the competition venue’s Intrusion Policy and Plan.</p>

Prevention		
<p>1. Develop a response plan and then exercise to test and refine the plan. Have public safety and event personnel practice procedures that will be followed in the event of a disturbance.</p>	<p>Prepare staff – prevention is preferable to response.</p>	<p>Use the Threat and Hazard Identification and Risk Assessment (THIRA).</p> <p>Public Safety personnel and event staff should know what their roles will be if a disturbance occurs.</p> <p>Anticipate various scenarios and conduct at least a table-top exercise.</p>
<p>2. Consider prepositioning personnel or barriers effectively to discourage certain behaviors.</p>	<p>Prevent rushing or driving through certain areas.</p>	<p>Based upon event history, size, threat, and current environment.</p>
<p>3. Adopt a Fan Code of Conduct, advertise it, and enforce it to discourage inappropriate behavior.</p>	<p>Establish and communicate standards of conduct that are acceptable and unacceptable.</p>	<p>Enforcement should be fair and consistent.</p>
<p>4. Implement and advertise the See Something-Say Something program or a similar program.</p>	<p>Be proactive.</p>	<p>Include current technologies, such as texting and social media, as vehicles for informing participants/patrons and for violations.</p>
Response/Monitoring/Reporting		
<p>1. Create a Behavioral Intervention Team with key personnel trained to address negative behavior issues.</p>	<p>The goal of this approach is proactive anticipation, identification, and intervention.</p> <p>It is especially useful for larger events and those with a history of behavioral issues.</p>	<p>This encourages a coordinated team approach to proactively address negative behavior issues with strategies and tactics incorporating tiered or progressive response options enforcing the fan code of conduct.</p>

		<p>The multi-agency collaborative team should include venue security, related law enforcement agencies, and emergency medical personnel.</p> <p>This approach can be supported and enhanced with the application of related technology, such as body cameras for law enforcement and/or venue security personnel.</p>
<p>2. Pre-plan and practice responses to all potential incidents based upon past events.</p>	<p>Clarify roles and responsibilities.</p>	
<p>3. Use social media monitoring for intelligence and early warning.</p>		
<p>4. Fully document all actions taken by the team and retain documentation.</p> <ul style="list-style-type: none"> Retain for seven years or as required by state law 	<p>For litigation and lessons learned.</p>	
<p>Tactical Ops Teams</p>		
<p>1. With law enforcement partners, define under what circumstances tactical teams will be deployed when used at events and under whose command, especially if the response is multi-agency.</p> <p>Tactical teams should:</p> <ul style="list-style-type: none"> Have a tactical plan Address body cameras, use of force, tasers, chemical agents, and armored vehicles 	<p>Avoid confusion during a crisis. There are various tactical team (i.e., SWAT) models, such as law enforcement teams, regional teams, state or county teams. Team members can be full time or function in contingency assignments.</p>	<p>Develop a memorandum of understanding (MOU) on mission duties and responsibilities when tactical teams are included in the event. Tactical teams should operate as part of ICS. Incident/tactical plans should address uniforms, appearance, special equipment, armed vehicles, and weapons (e.g., shoulder mounted weapons, etc.).</p> <p>See EAP.</p>

		Set up multiple rally points around the venue and select the best location for a given incident to rally tactical resources.
<p>2. Evaluate vulnerability and consider a High Ground/Elevated Threat Protection Plan.</p>	<p>A venue may have vulnerability from nearby high ground, which may include multi-story high rise buildings, the venue itself, construction sites, construction cranes, hospital buildings, parking garages, residence buildings, business buildings, hotels, or natural terrain (e.g., a mountain range).</p>	<p>Tactical team deployment with rifles can be used for a protective mission. Assigned officers will need to have special sniper training.</p> <p>Combine tactical deployment with:</p> <ul style="list-style-type: none"> • Staff awareness training for occupants of nearby high- rise buildings on detecting suspicious activity • Technology such as gunshot detection, cameras, and aircraft overflights
Uniform and Plainclothes		
<p>1. Use a mixture of uniform and plainclothes officers whenever possible.</p>	<p>Deterrence, observable help, and situational awareness.</p>	<p>Uniforms serve as a deterrent and a visible point of contact for patrons needing help, while plainclothes serve as quasi-invisible eyes and ears that can provide intelligence and early warning.</p>
LIFE/FIRE/MEDICAL SAFETY AND PUBLIC HEALTH		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have a minimum of one fire unit and one EMS unit with two certified EMTs onsite for venues of 5,000+.</p>	<p>This will eliminate response time and may save lives.</p>	<p>The size of the event, history, geography, community, weather conditions, and threat information could require increasing equipment and staff.</p>
<p>2.</p>		<p>This should be non-negotiable, regardless of event size. This will require special response equipment.</p>

<p>Require pre-approval and provide pre-notification to public safety of special attractions (i.e., fireworks, pyro, parachutists, aerial shows/fly-overs, etc.).</p>	<p>These provide a higher risk; thus approval, preparation, and staging are required.</p>	
<p>Food and Beverage</p>		
<p>1. The following food and beverage protective/preventive measures should be considered as part of an overall Food Defense/Food Safety Plan:</p> <ul style="list-style-type: none"> • Ensure <u>all</u> food service distributors/vendors/concessions are reasonably secure, inspected, and licensed. • Inform food distributors pre-delivery that any box, package, or container that is open or appears to be tampered with will be refused. • All food and beverage deliveries should be recorded to include date, time, vehicle license number, company, and driver name (view and record information from driver’s license). • Inspect <u>all</u> packages/containers for tampering. Refuse if tampering found is found. • Notify law enforcement and food distributors (in that order) of actual or suspected tampering incidents. • Conduct background screening on <u>all</u> food service employees/ volunteers. • Ensure all food service vendors and employees comply with local health standards, regulations, and laws. • Ensure that appropriate inspections are conducted. 	<p>Prevent and respond to food borne or food tampering issues.</p> <p>Ensure safe food handling and dispensing.</p> <p>Liability.</p> <p>Ensure contracted or volunteer food and vendor staff meet the same background screening standard as other event employees.</p> <p>Protect against, theft, robbery, or embezzlement.</p> <p>Consider the liability related to food and beverage service when hosting or holding an event.</p>	<p>The local Health Department can assist with food/water borne issues. Include the local Health Department food inspectors in EAP planning and informal Operations Plan and request that they provide a contact in the event of a tampering or to report other food/drink issues.</p> <p>This is true for all event-provided food and drink and vendor-provided food and drink for sale.</p>

<ul style="list-style-type: none"> • Ensure that food workers are trained in recognizing food contamination and reporting procedures. • Ensure that all food service vendors and employees are trained on See Something – Say Something. • Notify of appropriate authorities if intentional tampering is discovered. • Review entire Guide and add Food Defense as an element of operational or emergency planning where applicable. 		
<p>Alcohol Management</p>		
<p>1. Create clear alcohol possession and management policies. Specify that intoxication will not be tolerated at the venue/event and enforce it.</p> <ul style="list-style-type: none"> • Have a policy that addresses both possession and consumption. 	<p>Public intoxication/disorder. Lack of policies. Lack of enforcement. Liability.</p>	<p>Since alcohol is a major contributor of disruptive behavior this is a must, also it is a key contributor to incidents ending up in litigation.</p> <p>See Crowd Dynamics/Management (CDM) - Alcohol Management</p> <p>Policies needs to be communicated to attendees (install signage). Local standards and practices may be different than at other venues/events.</p>
<p>2. Ensure employees serving alcohol are of age, meet state requirements, and have been trained in state laws and in recognizing signs of impairment and how to refuse service.</p>	<p>Employee knowledge. Liability.</p>	<p>State ABC authorities can assist.</p> <p>Utilize Techniques for Effective Alcohol Management (TEAM) Coalition training for ALL event staff.</p> <p>Visit www.teamcoalition.org for more information.</p>

WEATHER PLANNING		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Develop Plans		
<p>1. Develop, review, train, and exercise weather safety plans for all types of adverse weather and response, including sheltering in place, evacuation, and re-entry procedures, as part of the EAP.</p> <ul style="list-style-type: none"> • Develop a Weather Situational Awareness Plan, beginning the day before the game/event through game/event day • Before each event, discuss and practice shelter in place/evacuation procedures regularly • Decide under what circumstances an event will be delayed or cancelled • Include communications technologies during testing • Conduct exercises to identify gaps 	<p>Plan accordingly and be prepared for all types of adverse weather (e.g., heat, snow/ice, hail, wind, lightning, rain, flooding).</p> <p>Use a meteorological service.</p>	<p>This is applicable for all events.</p> <p>FEMA and National Weather Service (NWS) can assist in planning and training for weather conditions.</p> <p>See EAP</p> <p>See National Oceanic and Atmospheric Administration (NOAA) Venue Preparation Checklist See NOAA Venue Preparation Checklist http://www.stormready.noaa.gov/ See NOAA Lightning Safety Toolkit https://www.weather.gov/media/safety/Lightning%20Safety%20Toolkit%20for%20Outdoor%20Venues%204-17-18.pdf)</p> <p>Numerous commercial products exist to monitor weather and alert patrons such as Weather Tap, Weather Bug, etc. Also, local broadcast stations have meteorological equipment and staff.</p> <p>Can be trained and tested through a table top exercise.</p>
<p>2. Simplicity is key; staff need a simple plan to provide procedures to follow in the event of adverse weather conditions.</p>	<p>Time is critical when initiating the Weather Safety Plan.</p>	<p>Good planning, concise directions, and familiarization/training of the staff and public safety team are essential.</p>

		Simplicity is key. Staff will need to be able to quickly reference adverse weather plans and procedures. Consider creating pocket guides with the basic emergency plan and other <i>need to know</i> information.
Weather Monitoring		
<p>1. Weather monitoring is essential to ensure safe events. Establish trigger points based upon current circumstances.</p> <ul style="list-style-type: none"> • Ensure there is sufficient lead time as adverse weather approaches so appropriate action can be implemented in a timely and safe manner 	<p>Being prepared for all types of adverse weather (e.g., heat, snow/ice, hail, wind, rain, and lightning).</p> <p>Planning and practice.</p>	<p>Various methods of weather monitoring and nowcasting are available through public emergency management, TV and radio stations, and commercial products.</p> <ul style="list-style-type: none"> • If storms are forecasted for event day, review the safety plans before the event and identify the responsible officials and chain of command to implement the safety plans. • Specifically, designate a professional meteorologist for the event who will notify officials of impending weather that may threaten safety at the venue.
<p>2. Include a designated professional meteorologist to sit in a command/operations center in direct contact with Game Operations or UJOC.</p>	<p>Onsite expertise eliminates searching for the right answers if an emergency arises.</p> <p>Apps do not provide essential information.</p> <p>Technology may fail or be lost.</p> <p>Risks exist from all weather conditions.</p>	<p>This is necessary for large crowds (10,000+) and impending/potential weather conditions.</p> <p>Make contact a with local TV station(s), universities, and other professional organizations. They may have meteorological equipment and staff that can be useful to local venues.</p> <p>A subscription weather service can provide alerts but is not a substitute for meteorological expertise.</p> <p>The National Weather Service is a resource</p>

		<p>Have contact information for on-duty meteorologists as a backup to the primary expert.</p> <p>Seek Storm Ready Certification by FEMA/National Weather Service.</p>
Lightning		
<p>1. A professional meteorologist will use state of the science weather monitoring and lightning detection tools. The meteorologist can also determine estimated arrival times of weather threats by assessing storm speed and direction. This information can be used with an estimated time that it takes to get everyone to shelter in order to determine the appropriate radius for notification of management and event staff.</p> <p>Appropriate lightning radii for notification and sheltering should be determined on a case-by-case basis based on weather conditions (e.g., speed of storms, type of storms) and the known time it takes to get all patrons and participants to appropriate shelter. Event staff should issue the sheltering order to all participants, fans, participants, staff, etc. The goal is to have everyone in the venue sheltered before lightning arrives within eight miles of the venue.</p>	<p>Lightning monitoring, alert, and response.</p>	<p>Severe Thunderstorm or Tornado Watch: A watch indicates conditions are favorable, and that severe weather may develop. A time period is associated with the watch.</p> <p>Severe Thunderstorm or Tornado Warning: A warning means severe weather has been detected and may be imminent in the area. A time period is associated with the warning.</p> <p>Flash Flood Watch: A watch indicates developing conditions are favorable for flash flooding in the watch area.</p> <p>Flash Flood Warning: A flash flood is in progress, imminent, or likely. Water is expected to rise rapidly.</p> <p>Refer to http://www.lightningsafety.noaa.gov/</p>
Sheltering		
<p>1. Develop, train, and follow the Sheltering Plan in EAP.</p>	<p>A plan and pre-event familiarity is necessary.</p>	<p>Plan, train, and exercise.</p>

<ul style="list-style-type: none"> • Ensure sufficient sheltering capacity for the total number of patrons, competitors, and staff • Ensure staff are familiar and trained on the Plan 		<p>SEE EAP</p>
<p>2. Sheltering by its very nature is temporary. It must be accommodating based on the cause for sheltering and the anticipated numbers requiring shelter. Evaluate all potential sheltering areas with respect to the total number of individuals each area can safely accommodate and also against all possible incident types to determine their ability to offer sufficient protection from various issues (e.g., thunderstorms, lightning, hail, tornados, ice, flooding, hazardous chemical release).</p> <ul style="list-style-type: none"> • If substantial space is not available, enclosed motor vehicles (not optimal) can provide shelter as long as individuals do not touch the metal framework during a thunderstorm • Determine who has the authority to make the decision to shelter-in-place and how it will be communicated • Length of time to shelter-in-place is going to be a factor and must be taken into account 	<p>Prepare for all eventualities.</p> <p>Include back-up assignments by name.</p>	<p>Making the decision to shelter in place or evacuate during an incident is a complicated process and requires input from various entities. Things to consider are the facility, participants, staff, hazard, anticipated response to that hazard, and the number, distribution, and condition of the spectators. Pre-planning is necessary.</p> <p>Conduct a shelter-in-place analysis to determine how many people can actually be on each level or in different areas.</p>
<p>Evacuation</p>		
<p>1. Develop, train/exercise, and follow the Evacuation Plan in the EAP.</p>	<p>A plan and pre-event familiarity is necessary.</p> <p>Event staff must be familiar with and trained in the evacuation plan.</p>	<p>Plan, train, exercise.</p> <p>See EAP</p>

<ul style="list-style-type: none"> • Have an accurate estimate of the time required to evacuate the venue. It should take 20 minutes or less. • Ensure staff are familiar with and trained on the Plan. 		<p>Should have documentation of how the length of time to evacuate was determined.</p> <p>Consider early notification of food vendors to mitigate patron confusion.</p>
<p>2. A total or partial evacuation requires a plan for moving participants/spectators out of the venue/event area (i.e., harms way).</p> <ul style="list-style-type: none"> • Identify the individual who has the authority to make the evacuation decision. 	<p>Know the what, where, why, when and how, realizing the impacts of each.</p> <p>Make sure that everyone is identified by name in a document that is readily available to the proper staff.</p>	<p>Making the decision to evacuate, shelter in place, or relocate during an incident is a complicated process and requires input from various entities knowledgeable in all aspects of the venue, including the size, surrounding structures, distribution and condition of the spectators, participants, hazard(s) involved, and anticipated response to the hazard. That is why it must be pre-planned.</p> <p>Sometimes the best course of action is NOT to evacuate, but this must be an informed decision.</p>
<p>Resuming the Event</p>		
<p>1. The professional meteorologist will continuously monitor the proximity of lightning storms and utilize local observations to determine when event activities can safely resume. A professional meteorologist using a real-time lightning detection network may issue an “all clear” or “resume activities” notice if the following three conditions are met: (1) lightning has moved beyond eight miles of the venue, (2) the storm motion is taking the lightning activity away from the venue, and (3) the threat of new lightning strikes within eight miles of the venue has ended.</p>	<p>When and if determined to be safe.</p>	

<p>NOTE: If the venue is not consulting with a professional meteorologist with access to a real-time lightning detection network data, the venue should conservatively wait 30 minutes after no observed lightning (during the day) or no sound of thunder (at night) before resuming activities.</p>		
<p>Reunification</p>		
<p>1. Identify reunification areas for family and staff. Have a separate plan and areas designated for participants, officials, and VIPs.</p>	<p>A facility where attendees are reunited with their families and friends following an emergency. For staff, a facility or location where they can reassemble and muster for accountability and/or redeployment. Routine reunification (e.g., lost children) can be addressed within your operation plans.</p>	<p>This should be planned for and scaled accordingly for any event size. Marathons and the NFL have templates and resources to assist in planning. In some jurisdictions, this is the responsibility of local Emergency Management or Public Safety. If so, obtain a copy of the jurisdictional reunification plan(s).</p>
<p>2. Identify and coordinate transportation needs and solutions to move participants to reunification area(s).</p>	<p>Transportation.</p>	<p>Pre-plan needs.</p>
<p>3. Staff and train sufficient personnel to handle the reunification area(s). • Ensure sufficient communication capability</p>	<p>Staff numbers and communication.</p>	<p>Red Cross/Salvation Army or other community-based organizations can possibly assist. Check with them in advance for capability.</p>

Decision Making		
<p>1. Planning for evacuating/sheltering-in-place/relocation should specifically identify decision making levels and authority, with one person on-site who will make the decision.</p> <ul style="list-style-type: none"> • Develop decision trees and trigger points 	<p>Avoid confusion and assign responsibility to an individual by name.</p>	<p>When implementing the Plan, ensure that enough time is included for staff to be in place when the evacuation/sheltering in place/relocation order is given to fans; trigger points may have to be further out than what was first anticipated.</p>
<p>2. Provide advance, real-time information on severe weather to fans (i.e., video board(s), ribbon board(s), social media, local radio announcements), allowing them to make personal decisions before any mandatory sheltering or evacuation order is issued.</p>		<p>Also utilize TV and radio outlets that carry the game/event to communicate with fans still in transit to the venue and to provide updates if they are standing by following an evacuation.</p>
<p>3. Develop a policy and process for re-entry after an evacuation.</p> <ul style="list-style-type: none"> • Re-screen patrons who re-renter venue 	<p>Reloading venue after evacuation.</p>	<p>Procedures should be documented and staff trained.</p>
BOMB THREATS		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have a written plan that is part of the EAP that dictates criteria and role/responsibilities and identifies who makes the bomb threat evacuation decision.</p>	<p>Bomb threats are highly disruptive and cause mass confusion over what process to follow, who makes the evacuation decision, and how to notify personnel and attendees.</p> <p>Can be very staff intensive.</p>	<p>SEE EAP</p> <p>Follow ICS Unified Command structure</p> <ul style="list-style-type: none"> a. Have pre-written communication messages b. Define assessment process (FBI is resource) c. Define the evacuation process as set forth in the EAP Evacuation Plan for such an incident

		<p>d. Define whether the venue or local government is responsible</p> <p>Train staff and Command Center staff on FBI/Bureau of Alcohol, Tobacco, and Firearms (BATF) Bomb Threat checklist for receiving calls. Coordinate with local law enforcement to trace/track incoming calls.</p>
<p>2. Make use of the ICS Unified Command for assessment, decision making process, and response.</p>	<p>Leverage expertise.</p>	<p>Follow NIMS ICS Unified Command structure.</p>
<p>3. Develop a threat assessment team.</p>	<p>Avoid confusion and lack of expertise.</p>	<p>FBI is a great resource for this.</p>
<p>4. Use the Bomb Threat Caller Checklist and train staff who may receive calls.</p> <ul style="list-style-type: none"> • Install caller identification and/or coordinate phone call trap capability 	<p>Reduces response time.</p> <p>Identify resources in place based on threat assessment.</p>	<p>FBI, BATF, and DHS offer checklists.</p> <p>Consider that the threat may come via voice over internet protocol (VOIP) phones or social media.</p>
<p>5. Ensure that all incoming threats, whether telephonic or via other communication sources, are properly recorded and preserved for at least two calendar years following the year in which the threat was received.</p>	<p>For prosecution/litigation purposes.</p>	<p>Seek advice from legal counsel on the number of required/recommended years that the local jurisdiction must to retain recorded documentation.</p>
<p>6. Have pre-written, pre-scripted announcement messages available to notify patrons/participants</p>	<p>So announcements are ready to go during a crisis.</p>	

<p>what actions shall be taken under various circumstances.</p>		
<p>7. Conduct bomb sweeps of facility, team/entertainer buses, nearby parking lots, media compound, and food/concession deliveries if resources are available. Once completed, maintain control through:</p> <ul style="list-style-type: none"> • Access control • Bag checks • Credentialing • Lockdown once cleared • No re-entry policy 	<p>Search and secure.</p>	<p>Resources should be made available for large-scale events.</p> <p>If evacuated and re-entry is considered, conduct a full venue search before reentry.</p>
<p>8. Have an EOD/bomb tech, render safe equipment, and bomb dogs on-site for large scale events.</p> <ul style="list-style-type: none"> • All staff should be trained in bomb threat response 		<p>Resources should be made available for large-scale events.</p> <p>Besides law enforcement, the military has EOD resources.</p> <p>For planning purposes, bomb dogs on average have roughly a 20 minute active search capability and then must rest for about 30 minutes to be effective.</p>
<p>9. Develop procedures and train event staff on suspicious items response and handling.</p> <ul style="list-style-type: none"> • Establish a code so that staff do not use the words “bomb” or “suspicious item” when reporting over the radio or phone 	<p>Many current communications are subject to monitoring if not encrypted.</p>	<p>For venues without EOD trained personnel, state and Federal entities (FBI, BATF, and DHS) can assist.</p> <p>Such as:</p> <ul style="list-style-type: none"> • RED LIGHT – Bomb threat • YELLOW LIGHT – Suspicious item • BLUE LIGHT – Explosive device located • GREEN LIGHT – All clear

FIRE ALARMS		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Develop written processes and procedures (part of EAP) with the fire department(s) to deal with fire alarms.</p>	<p>Often fire alarms are ignored or are false alarms. Must be resolved without causing panic or unnecessary delays.</p>	<p>SEE EAP</p> <p>A command level fire department representative should be in the Command Center for all events with a minimum of 10,000+ attendees.</p>
<p>2. Plan should include the decision making process to resolve alarms.</p> <ul style="list-style-type: none"> Identify (by name) who will make the evacuation decision 	<p>Cautionary action</p>	<p>Local fire department(s) can and should assist in this process.</p>
<p>3. The Plan must include the ability to monitor and override the system (i.e., post a fire fighter at the alarm panel and send an event staff member to the alarm point).</p>	<p>Turn off the fire alarm system in lieu of using an on-site fire fighter.</p>	<p>Pre-plan with the fire fighter/Fire Marshall onsite. Most large venues have fire fighters on-site.</p> <p>Some state or local laws require evacuation if fire alarm goes off.</p>
<p>4. Plan should define the process to make notifications (patrons/teams/staff).</p>		<p>Specify methods of notification (i.e. a voice alert to leave the building due to a fire emergency).</p>
DRONES		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a drone use policy for events.</p>	<p>Prevent unauthorized use of drones at event sites.</p>	<p>Include definitions, restrictions, and timelines. Outline penalties. Cite local ordinances that apply (e.g., reckless</p>

		endangerment, Student Code of Conduct, interrupting a sporting event, etc.)
2. Establish a drone use vetting procedure/approval process.	Prevent unauthorized use of drones at event site.	Include defined requirements (e.g. licenses, certifications, insurance coverages).

TAILGATING

G/EDP

TAILGATING DEFINITION:

A tailgate party is a social event held on and around the open tailgate of a vehicle. Originating in the U.S., tailgating often involves consuming alcoholic beverages and grilling food. Tailgate parties usually occur in parking lots at stadiums and arenas before, during, and occasionally after games and other events. People attending such a party are said to be tailgating.

Many people tailgate even if their vehicles do not have actual tailgates and/or they have no ticket or intention of entering the venue. This may include a few hundred to a few thousand people.

Tailgaters may travel to the game/event in buses, vans, or motor homes, campers, or other vehicles that have self-contained living/camping/cooking capabilities. They may set up chairs, tables, cooking grills/stoves (electric, wood, charcoal, propane), radios, satellite televisions, and/or tents/canopies/shelters next to their vehicles. They also may consume the game/event via satellite television and/or radio.

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Managing Location		
1. Set up specific areas for tailgating that are separate from general parking and prohibit tailgating in general parking areas when practical.	The term “tailgating” can have different meanings based on the context of the venue (i.e., urban/downtown, suburban, industrial area, etc.). Tailgating areas can include rooftop parties, bars, restaurants, and residential districts. Safety, fan behavior, and liability.	These will provide boundaries and facilitate better compliance. Due to life safety issues, co-mingling general parking with tailgating can present complications. Subdivide a general parking lot for a tailgating area to more easily address life safety.

<p>Work with local jurisdictions to regulate non-venue tailgating lots (i.e., rules, safety, and behavior), for consistent rules, safety measures, and attendee behavior.</p>	<p>Do not wait until an incident occurs to act.</p>	<p>Rules should address:</p> <ul style="list-style-type: none"> • Who may tailgate and when • Timelines for when fans can tailgate to include clear start and end times • Examples of other rules to address and publicize: Do fans need tickets in order to tailgate? Do day and night games have separate? Is alcohol permitted? If yes, how will underage drinking be enforced?
<p>2. Determine the scale and scope of tailgating areas with stakeholders.</p>	<p>Space and access planning.</p>	
<p>3. Assign tailgaters a numbered parking space and provide a numbered pass.</p>	<p>Organization, control, and accountability.</p>	
<p>4. Issue passes based on pre-assigned registration and approval.</p>	<p>Provides better control to know who is responsible for the vehicle.</p>	<p>Passes could be per game, per sport, or per season. Issuing per season is the easiest option.</p>
<p>Managing Attendees</p>		
<p>1. Establish tailgating polices/procedures that are applicable to your venue/event(s).</p> <p>Determine who is allowed to tailgate and when; establish policies/procedures that address:</p> <ul style="list-style-type: none"> • If a game/event ticket needed to tailgate 	<p>Safety, fan behavior, and liability.</p> <p>The term “tailgating” can have different meanings based on the context of the venue (i.e. urban/downtown, suburban, industrial area). Tailgating areas can</p>	<p>These polices/procedures will provide boundaries and facilitate better compliance. They should address:</p> <ul style="list-style-type: none"> • Who may tailgate and when • If tailgaters need a game ticket to tailgate • If tailgaters can stay in the tailgate area after the event starts, with or without a ticket • If tailgating has time limits

<ul style="list-style-type: none"> • If tailgaters stay in the tailgating area after the game starts and with or without a ticket • Tailgating time limits • If tailgating policies and procedures differ for day and night games/events • If alcohol is permitted, and if so, how will underage drinking will be controlled 	<p>include rooftop parties, bars, restaurants, and residential districts.</p>	<ul style="list-style-type: none"> • If tailgating policies and procedures differ for day and night games/events • If alcohol is permitted, and if so, how will underage drinking will be controlled
<p>2. Consider having a separate tailgating area for RVs/campers.</p>		
<p>Rules and Restrictions</p>		
<p>1. Establish policies, rules, and a Fan Code of Conduct. Incorporate stakeholders (e.g., league, teams, and people with RVs) in its creation process and enforce them.</p> <ul style="list-style-type: none"> • Is a vehicle required for tailgating? • Include a list of prohibited items • Items to consider prohibiting: glass containers, explosives, chemicals, flammable liquids, and any weapons • Post a list of prohibited items online and install signage in parking lots • Establish a policy regarding the use of generators and open fires 	<p>Creates an environment to inform, enforce, and prevent improper behavior. Hard to enforce rules if they are not publicized.</p>	<p>Tailgating passes could have rules printed on the back or could be provided as handouts.</p> <p>Communicate these rules to visiting fans in advance. Local (away) standards and practices may be different than at home.</p> <p>If the use of propane and/or power generators is approved, it needs to be flagged during registration so the fire department will know which sites have propane and/or generators.</p> <p>Since fire is a significant potential hazard, the fire department should be involved in creating an open fire policy and regulating charcoal use/disposal.</p>
<p>2. Enforce violations. Cite and record offenders and advise them that they will not be permitted back for</p>	<p>Regulations/rules are useful only when they are enforced.</p>	

<p>the remainder of the year or possibly the following year.</p>		<p>Venue administration, law enforcement, Fire Marshall, venue and event management need to be part of developing the rules and agree to enforce them.</p>
<p>3. Ensure accountability of ejections with documentation, identification, and photograph (if alcohol related turn over to a responsible person, if not arrested).</p>	<p>Process.</p>	<p>Anyone ejected, regardless of reason, should have their ticket/credential seized. This allows for the documentation, tracking, and entry into a database for future reference. Share with Ticket Department so they can take the appropriate action. Consider policy of not allowing offenders back for the remainder of the season or next season if it is at the end of the season, depending on the severity/seriousness of the violation. ALSO SEE: G/EDP SECTION</p> <ul style="list-style-type: none"> • REPORTS/RECORD KEEPING • ALCOHOL MANAGEMENT <p>T/IM SECTION</p> <ul style="list-style-type: none"> • INNOVATION
<p>4. If an RV/trailer/camper is towed to the tailgate lot, the towing vehicle must stay with the RV/camper at all times for safety.</p>	<p>The RV/camper cannot be moved quickly in an emergency if the tow vehicle departs.</p>	<p>Will potentially require two spaces.</p>
<p>Time Limitations</p>		
<p>1. Set start and end times, regulating ingress and egress flow.</p>	<p>Need boundaries.</p>	<p>This sets timeframes for staffing and prevents individuals from leaving their vehicles overnight.</p>

Security		
<p>1. Have portable raised platforms placed in the parking lots so event staff can monitor those parked in the lots.</p> <ul style="list-style-type: none"> • Use existing or mobile IP camera platforms that can be moved, set up, and raised/lowered as needed before, during, and after an event 	<p>Ground level view is limited and requires more resources; elevated vantage points gives greater overview capabilities.</p>	<p>Assists officers whose job is to act as observers.</p> <p>May include portable raised platforms, skywatch towers, fixed CCTV, or mobile IP camera towers.</p> <p>Use existing equipment or equipment that can be moved, set up, and raised/lowered as needed before, during, and after an event</p> <p>Any cameras that are used should be monitored in the Command Center.</p>
Life/Fire Safety and Public Health		
<p>1. Have fire/EMS in Command Center with units in vicinity of tailgate areas.</p>	<p>Fires and propane tanks are dangerous in this type of environment and explosions or fire can expand fast.</p>	<p>If grills/propane tanks/generators are allowed, require that fire extinguishers are readily available next to the units. Local fire ordinances may govern the use of these items in this type of environment.</p>
<p>2. Establish rules for grills/propane tanks/generator use and specify charcoal disposal policies and locations, if allowed.</p>	<p>Risk and liability.</p>	
<p>3. Do not permit open fires (no fire beds, rings, etc.) or wood fires.</p>	<p>Fire danger is too great in these confined areas.</p>	<p>Require a Fire Marshall permit if fires are allowed.</p>
<p>4. Assign fire/law enforcement to enforce fire safety/fire violations.</p>		

<p>5. Establish rules for the use of tents, chairs, tables, and games on venue/event property.</p> <ul style="list-style-type: none"> Do not allow these in roadways or in parking lot aisles as they could block emergency vehicle access 	<p>These items are dangerous in high wind situations and often impede first responder response. They become a safety hazard.</p>	<p>Consider creating “Tent Free” zones.</p> <p>On-site EMTs are necessary because trips and falls are common in these environments.</p>
<p>6. Establish sound volume controls if not addressed under law or ordinance.</p> <ul style="list-style-type: none"> Enforce controls/ordinances 	<p>Noise complaints.</p>	<p>Local or state ordinances.</p>
<p>7. Maintain open clear fire/emergency lanes throughout tailgate areas.</p>	<p>Tailgaters tend to migrate into traffic lanes once their areas are occupied with chairs, tables, grills, etc.</p>	<p>Local laws often exist but are not enforced.</p> <p>This is a safety issue.</p>
<p>8. If tailgating during multi-day or tournament events is permitted, provide access to an RV dump service.</p> <ul style="list-style-type: none"> Portable restrooms may be required if insufficient facilities exist; follow local health ordinances 	<p>Public Health may require this.</p>	<p>Local vendors may be willing to provide this service for a fee to RV tailgaters.</p> <p>This may require contract services.</p>
<p>9. Assure adequate lighting, particularly in tailgate areas not typically used for vehicle parking.</p>		<p>Portable lighting may be needed.</p>
<p>Alcohol Management</p>		
<p>1.</p>		

<p>Create clear alcohol possession and use policies. Specify that intoxication will not be tolerated and enforce it.</p> <ul style="list-style-type: none"> • Have a policy that addresses both possession and consumption, and advertise it on websites, social media platforms, event programs, etc. • This is necessary because alcohol is a major contributor of disruptive behavior. 	<p>Public intoxication/disorder.</p> <p>Lack of policy.</p> <p>Lack of enforcement.</p>	<p>The policy must be communicated to attendees.</p> <p>Communicate these policies in advance.</p>
<p>2. Create family friendly area(s).</p>	<p>“Family friendly” can have different meanings to different patrons.</p> <p>Isolate drinkers from non-drinkers and minors if required.</p> <p>Create an environment for family recreation and enjoyment.</p>	<p>Clearly mark and communicate these areas.</p> <p>These areas should be monitored and supported by public safety and venue rule enforcement.</p> <p>Reinforce the importance of alcohol management staff training:</p> <ul style="list-style-type: none"> • Identification of intoxication • Responsible service of alcohol • Liability issues <p>Provide customers with the availability and rules for the family friendly area. This can be accomplished through websites, television, social media, ticketing, and signage.</p>
<p>3. If the facility does not permit alcohol on their property, decide how to handle individuals with alcohol in their vehicle and on their person.</p> <ul style="list-style-type: none"> • Have a plan for enforcement and follow it 		<p>This may be addressed by state law or existing venue policy. It also may be event dependent.</p> <p>Have a plan for enforcement and follow it.</p>
<p>4.</p>		

<p>Train gate security/ticket takers and tailgating staff on recognizing intoxicated patrons.</p>	<p>Employee knowledge. Liability.</p>	<p>Utilize Techniques for Effective Alcohol Management (TEAM) training for ALL event staff.</p> <p>See www.teamcoalition.org for information on alcohol management training.</p>
<p>5. Create tailgating area exits that are separate from those leading into the event. Turn intoxicated individuals away from the event, refer to law enforcement, and let them handle it.</p>	<p>Prevent intoxicated tailgaters from entering event and causing problems.</p>	
<p>6. Refuse entry to impaired ticket holders.</p>	<p>Prevent impaired ticket holders from entering the event and causing problems.</p>	
<p>7. Cite and record offenders. Advise them that they will not be permitted to tailgate for the remainder of the year and may be prohibited from attending future events.</p>	<p>Need appropriate records for statistical analysis and potential litigation.</p>	<p>Consider involvement of the State Alcohol Enforcement Agency in the event staffing plan for this. They are usually the specialists in this regard.</p> <p>Anyone ejected, regardless of reason, should have their ticket/credential seized. Documentation is essential.</p> <p>Allows for tracking and entry into a database for future reference and sharing with the venue Ticket Department so that they can deny sales.</p>
<p>8. Ensure accountability of all ejections through identification, documentation, and photograph. Turn the intoxicated offender over to a responsible person who is sober. Have them sign a waiver that they are responsible for the intoxicated individual.</p>	<p>Prevent ejected offender(s) from causing additional problems.</p>	

PUBLIC INFORMATION PLAN			G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Designate and authorize the Public Information Officer (PIO) for each event to respond to the media and the public <u>in case of an incident</u> to establish a single authorized and authoritative voice.</p>	<p>Avoids confusion when an incident occurs.</p> <p>Limits Information from multiple sources.</p>	<p>Use the most experienced individual who will be available on-site during the event, regardless of their agency/organization affiliation.</p>	
<p>2. Develop policies and procedures to advise the media and public of the situation and to defuse rumors and panic.</p> <ul style="list-style-type: none"> • Address how the venue emergency notification system is applied during an event • Address the use of social media (i.e., who is responsible for disseminating public safety information during events) 	<p>Effective continual communication minimizes confusion.</p>	<p>This may require a collaborative effort because different organizations may have different rules and goals.</p> <p>Consider an onsite social media analyst in your command center/EOC.</p>	
PRE-EVENT AGREEMENTS			G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Establish written mutual aid agreements (MAA) or memoranda of understanding (MOU) with surrounding jurisdictions to provide event day support and emergency response.</p>	<p>Pre-plan to avoid confusion and ensure backup.</p>	<p>If necessary, the MAA should be created with appropriate adjoining agencies/jurisdiction for law enforcement, fire department, and EMS support.</p>	
<p>2. Establish written MOU based on the risk assessment to provide any needed services or equipment from</p>	<p>Pre-plan to avoid confusion and to place people and equipment on standby.</p>	<p>Examples: Red Cross, Salvation Army, utilities, construction equipment, etc.</p>	

private organizations or companies in case of an emergency.		
<p>3. Review and ensure that adequate insurance coverage is current and compliant.</p>	To mitigate potential loss.	<p>The Risk Manager usually leads this process.</p> <p>Actively participate in providing draft language for insurance agreements that addresses specific liabilities relative to game/event day risks.</p>
HAZARDOUS MATERIALS		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have a written plan for dealing with hazardous/toxic material exposure (i.e., fuels, propane, chemicals, fertilizers, garbage, sewage, etc.) as part of the EAP.</p> <ul style="list-style-type: none"> • Ensure that appropriate individuals are trained on the plan. 	Ensure safety for workers, participants, and patrons.	<p>See EAP The local fire department and FEMA can assist with training and documentation.</p> <p>OHSA can also provide information on this subject.</p>
<p>2. In conjunction with local public safety partners, confirm capabilities and develop and practice a decontamination plan.</p>	Be prepared.	The local fire department and emergency management will be responsible for the plan and decontamination if necessary.
<p>3. Establish a Hazmat Response Team that is trained to the Hazmat Level 2 defensive level or identify a reasonable substitution, such as local fire department.</p>	Staff expertise.	Important for larger venues. Smaller venues should try to have at least one HAZMAT trained person who works closely with the local fire department.
<p>4.</p>		

<p>Ensure that hazardous materials are not stored in the venue or in adjacent buildings while occupied for an event.</p> <ul style="list-style-type: none"> • Prevents fume buildup. 		<p>Conduct inspection prior to event - consider asking the local Fire Marshall to accompany inspection team.</p>
<p>PERMITTED AND PROHIBITED ITEMS</p>		<p>G/EDP</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Policy and Publication</p>		
<p>1. Establish a written policy regarding permitted and prohibited items that will or will not be allowed on/ in venue property.</p> <ul style="list-style-type: none"> • Items to consider prohibiting: coolers, bags, strollers, backpacks, containers, explosives, chemicals, flammable liquids, weapons, drones/UAVS, outside food or beverages (except as required for authorized medical needs), etc. • Post a list of prohibited items in parking lots, transit points, and entrances to venues/events 	<p>Must be written and communicated to be legally enforceable.</p> <p>To reduce confusion and prevent patrons from getting to the gates/doors with prohibited items.</p>	<p>Communicate these policies and have patrons’ consent to these searches as a requirement for entry into the venue.</p> <p>All primary screening should be conducted by non-law enforcement security staff and backed up by law enforcement.</p> <p>Be prepared for patrons to dispose of prohibited items in bushes, trash receptacles, and under vehicles outside of the gate/perimeter.</p>
<p>2. Use marquees, public address systems, social media, and electronic message boards to communicate protective measures, locations, procedures, restrictions, prohibited items, evacuation routes, and Hot Line number to patrons entering the venue.</p>	<p>Avoid confusion concerning what is and is not permitted into the venue. Speeds entry.</p>	<p>Once established, publicize policy, including the screening/inspection process and penalties for breaches, in the broadest manner possible.</p>
<p>3. Establish a procedure for handling patrons with prohibited items and train staff on how to handle these patrons.</p>		<p>Response options include:</p> <ul style="list-style-type: none"> • Refuse admittance

<ul style="list-style-type: none"> Enforcement should be consistent and have a zero-tolerance 		<ul style="list-style-type: none"> Require they take the item(s) back to their vehicle (consider what to do if they used public transportation) Have a disposal bin and require that they dispose of the item(s) Have them check the items at a bag check facility
<p>Firearms: Concealed and Open Carry</p>		
<p>1. A specific policy should be established for lawful open and concealed gun carry on the property and venue and posted near all entrances.</p> <p>Private Citizens Review and follow state laws concerning private citizen concealed or open carry on public or private property.</p> <p>Off-Duty Law Enforcement Officers The recommendation is that officers not bring their weapons into the venue if in an off-duty capacity and/or outside of the officer’s jurisdiction.</p> <p>VIP Protective Security Personal The recommendation is that these individuals either not bring their weapons into the venue or check them into an on-site lockbox, if available.</p>	<p>In some states, laws prescribe who can and cannot lawfully carry, particularly on state property. However, most states allow or are silent on off-duty law enforcement.</p> <p>Legal requirements related to concealed and open carry vary and are rapidly changing. Differences exist between states and between public and private properties regarding what is and is not allowed.</p> <p>States may require additional or enhanced restrictions on the right to carry.</p> <p>The goal is to offer safety, avoiding an accident or mistaken identity. Legal interpretations and opinions differ greatly over how best to address concealed carry by off-duty law enforcement.</p>	<p>Consult legal counsel.</p> <p>Recommend to not allow concealed or open carry of firearms by private citizens or auxiliary/reserve officers on the property (e.g., parking lots, venue, etc.).</p> <p>If implementing a restriction for off-duty carry by law enforcement is not practical, initiate procedures to lessen the possibility of an accident or mistaken identity that can include:</p> <ul style="list-style-type: none"> Designate an entry gate for off-duty law enforcement Check in and register seat locations of off-duty law enforcement OR Put off-duty law enforcement guns in on-site lockbox during the game OR Refuse admittance to off-duty law enforcement if armed <p>Consider unique off-duty identification that is clearly visible and recognizable by other officers, should off-duty law enforcement be allowed to carry in the venue.</p>

	<p>Posting avoids confusion concerning what is and is not permitted. Avoids attendees from showing up at facility entrances with prohibited items, thus requiring them to discard their prohibited items or return them to their vehicle.</p>	<p>Consider the use of a designated colored wristband for sworn off-duty officers. Record the name, seat location, badge number, and department of the officer.</p> <p>Include a hold harmless agreement for law enforcement officers to sign.</p>
<p>Screening Policy, Procedures and Training</p>		
<p>1. Establish policies and conduct staff training for screening individuals and possessions. Procedures should include the use and deployment of staff and equipment.</p> <ul style="list-style-type: none"> • Address any exceptions, such as medical devices/equipment, VIPs, officials, etc. • Any patrons who refuse to be screened should be denied entry into the venue/event. 	<p>Legal defensibility.</p>	<p>Test screening equipment and staff performance under actual live conditions (i.e., red team tests).</p> <p>Regardless of the primary screening method used, have secondary or back-up devices/methods.</p> <p>SEE CDM – Entrance Screening</p>
<p>Bag/Container Checks</p>		
<p>1. Inspect ALL possessions, items, and/or containers that are permitted into the venue at entry points (preceding ticket takers) before entry to the venue</p> <p>Ensure sufficient lighting at all screening areas for evening events.</p> <p>All primary screening should be conducted by venue security staff and backed up by law enforcement.</p>	<p>Prevention/protection.</p>	<p>Clearly post signage concerning checks.</p> <p>SEE CDM – Entrance Screening Consider the use of clear bags to make screening easier and expedite entry.</p> <p>Ensure that staff responsible for inspecting bags are properly trained. The DHS Sports Venue Bag Search Procedures Guide and Check It bag search video should be considered for staff training and documented if used.</p>

		<ul style="list-style-type: none"> • Use tables for bag screening and provide 12 inch broomsticks for staff to probe inside bags to speed the process. • Train staff to conduct these checks. • If bags with designated dimensions are permitted, post the dimensions and have readily available templates to scale, so that screeners can place the bag on the template. Consider providing a “grey” area 1-1 ½ inches outside of the dimensions to use for discretion.
Personal Screening		
<p>1. Screen 100% of all individuals entering the venue, to include staff.</p>	Prevention/protection.	<p>The only way to prevent prohibited items from entering the venue.</p> <p>SEE CDM – Entrance Screening</p>
<p>2. Set up special entry lanes/gates around venue for:</p> <ul style="list-style-type: none"> • Patrons with NO items to screen (i.e., express lane/gate) • Patrons with medical devices (e.g., oxygen tanks, medical syringes, wheelchairs, etc.) • Mothers with diaper bags for young children (must have child with them) 	To expedite entry.	Ensure that enough signage is posted to make patrons aware.
EVENT RE-ENTRY		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have a <i>No Re-Entry</i> policy (except for medical needs, emergency evacuation-game resumption, and child care).</p>	Reduces the risk of prohibited items from being brought in and the need to	Use all communication methods available to make patrons aware of this policy (i.e. signage, print on tickets, publicize on website).

	maintain extensive screening staff at gates.	Maintain staffing at all open gates throughout the event and do not allow any un-ticketed, non-credentialed, or un-screened individuals to enter.
LATE GATE OPENING		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have a policy <u>against</u> late/near end of game gate opening (i.e., shutting down ticket taking and screening) that allows anyone to enter unchallenged.</p>	<p>This becomes a weak link in security if not prevented.</p> <p>Prevents adversaries from entering and the introduction of prohibited items.</p>	<p>Due to staffing limitations, this will probably not be an issue at very small events (< 500 attendees), unless threat information indicates otherwise.</p> <p>Post signs with this policy and print on tickets.</p> <p>This policy should be posted in clear view.</p> <p>If re-entry is permitted, it should be at a prescribed gate with re-screening, as when initially entering the venue, based upon a plan and training.</p> <p>If a new policy, this will require advanced planning for implementation and wide information distribution via media, letters, social media, signage, etc.</p> <p>Build mechanisms in place for first season (i.e., football) to deal with people who are new or “did not know.”</p>
SIGNAGE		G/EDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1.</p>	<p>Signage is essential to the orderly conduct of an event.</p>	<p>Multiple methods may be employed including static signage and video boards.</p>

<p>The following signage measures should be used during all events and should be displayed in highly visible and static locations:</p> <ul style="list-style-type: none"> • Signage listing contact number(s) for security and/or safety personnel and for reporting suspicious activity • Signage in parking/tailgating areas listing prohibited items and identifying acceptable bags/containers • Signage at all pedestrian and vehicular access gates, indicating entrance is conditional upon screening and reiterating prohibited items • Signage throughout the venue that identifies the current location relative to the exits • Signage indicating what type of access (credentials) is allowed in a particular area • Signage for emergency exits that are marked and lighted 	<p>Saves patrons from arriving at the venue gates with prohibited items and then returning the items to their vehicles, abandoning the items at the gates, or checking the items.</p> <p>Many attendees may be unfamiliar with the venue and may become confused in an emergency, causing vital response time lost.</p>	<p>Consider using social media, including websites and apps, as a method to communicate this information ahead of and during the event.</p>
<p>2. Outdoor spaces used for gathering, parking, or similar crowd situations should be marked to assist in guiding responders to a location in an emergency</p>	<p>Open spaces such as tailgating areas, pedestrian walkways, yards, lawns, etc., are often not marked.</p>	<p>Place elevated signage on light poles.</p> <p>Area maps can be layered with a grid system and charted for reference.</p> <p>Cameras with a trained operator call responders or them to a problem area.</p> <p>Place security or law enforcement observers on elevated platforms or lift towers for over watch. Mounted units patrolling the area can see above the crowd.</p>

		Use message boards with remote message updating capabilities.
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Crowd Dynamics/Management

CROWD MOVEMENT		CDM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Crowd Movement		
<p>1. Study flow patterns in and around the venue to identify manageable methods for encouraging patrons to move in specific flow patterns and to prevent over-crowding at any location.</p> <ul style="list-style-type: none"> • Also analyze spectator arrival times, how they arrive, what they bring, etc. • Conduct surveys of the arriving crowd; ask where they parked, how they arrived (e.g., shuttle, mass transit), how long they stood in line, etc. • Use CCTV to follow a guest and monitor the time required for the guest to complete screening 	<p>To reduce congestion and implement efficient movement/ingress/egress for fan safety.</p> <p>To better plan for evacuation and sheltering in place.</p>	<p>This is beneficial and necessary, regardless of crowd size. It is very important for large events.</p> <p>Simulation modeling can help with accurate analysis.</p> <p>Video coverage/capture is essential to conduct and validate the analysis in real-time and after the event.</p> <p>Several modes of transportation may attempt to track the number of passengers (e.g., trains, subways, buses). This also assists law enforcement with density/capacity.</p> <p>Anticipate that the pace of movement may change over time with aging fan population. Also, expected growing need for service/assistance</p> <p>Include the use of drones to assess areas where video coverage is absent or less than optimal.</p>
<p>2. Develop a Crowd Management Plan, (ingress/egress, density, direction, speed, capacity, etc.) utilizing industry methodologies.</p> <ul style="list-style-type: none"> • The key to understanding space requirements for a crowd is understanding how much space is required for each person (density = people per square yard or meter) 	<p>Predictable is preventable.</p> <p>Anticipate crowd dynamic issues.</p>	<p>Local Fire Marshall and NCS4 can assist.</p> <p>Having trained staff and processes in place for rapid dissemination of specific instructions is critical in preventing and mitigating potential problems.</p>

<p>3. The Crowd Management Plan must account for crowd dynamics and employ some reliable analytical tools.</p> <p>The following tools have been validated to provide effective analytics:</p> <ul style="list-style-type: none"> ▪ DIM = Design – Information - Management ▪ ICE = Ingress – Circulation - Egress ▪ RAMP = Routes – Areas – Movement - Profile <p>Three primary <i>influences</i> on crowd behavior: DESIGN – INFORMATION – MANAGEMENT</p> <p>Utilize relevant data sources such as:</p> <ul style="list-style-type: none"> • WTMD networked data • Ticket bookings and scans • Social media and transport guidance applications • Video surveillance systems <p>DESIGN Site areas, different use of space, static or moving crowds, crowd capacity, ingress/egress flow rates, normal and emergency conditions</p> <p>INFORMATION Signage, maps, social media, news reports, site communication systems, normal and emergency information.</p> <p>MANAGEMENT Process, procedures, communication systems, chain of command, normal and emergency</p>	<p>Reduces legal liability.</p> <p>Prevention/protection.</p>	<p>NCS4 can help develop the plan.</p> <p>These tools are designed to collect/collate information for events. They are used to:</p> <ul style="list-style-type: none"> • Compare and contrast events • Identify areas for improvement • Standardize the event planning/licensing/operations • Determine capacities and flow
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<p>situations, and relaying information to those responsible for public safety.</p> <p>There are three primary <i>phases of</i> crowd movement/behavior INGRESS – CIRCULATION – EGRESS</p> <p>INGRESS Getting in, queuing, screening, barrier design, information, management, flow rates, arrival profiles, early detection of problems.</p> <p>CIRCULATION Moving around – queuing, design, information/signage, management, contingency planning, red flagging.</p> <p>EGRESS Getting out, flow rates, egress times. Normal and emergency, red flagging</p> <p>Need to understand how these phases and influences affect crowd movement/behavior.</p> <p>Dynamics = Routes, Areas, Movement, Profile (RAMP)</p> <p>ROUTES (directions) In which directions are the crowds moving (ICE)?</p> <p>AREAS (spaces) What space do we have? How is it used?</p> <p>MOVEMENT (flow rates) Over what periods of time will crowds arrive/depart? How quickly do the key spaces fill (i.e., queuing spaces)? What elements may change the arrival/departure rate?</p> <p>PROFILE (people)</p>		
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<p>What do we know of the crowd demographics/history?</p>		
<p>4. Crowd modeling is an essential element of developing an effective Crowd Management Plan. Understanding the venue, its capacity, ingress and egress routes, the transportation infrastructure, venue constraints under different configurations and weather conditions is necessary to begin modeling.</p> <p>Key questions for initial analysis:</p> <ul style="list-style-type: none"> • What is the type event and why is the crowd coming to this venue? • What is the attendee demographic? • How will the attendees arrive? • How quickly can people be moved into and out of the venue? • How quickly can the attendees depart in normal and emergency considerations? • Does the team/performer have a large following? • Does the team/performer use social media to inform fans? 	<p>Prevention/protection. Reduces legal liability.</p> <p>This can support SAFETY Act Certification applications</p>	<p>Failure to recognize risk is evidence of either negligence or incompetence in event planning.</p> <p>Three fundamental elements that are common to major incidents are:</p> <ol style="list-style-type: none"> 1. DESIGN – related incidents, appears to have been a miscalculation to crowd flow and space capacity 2. INFORMATION – related incidents, appears to have been an external influence on crowd behavior that induced an accident/incident 3. MANAGEMENT – related incidents, appears to have been one or more management decisions responsible for accident/incident <p>Most major crowd disasters can be prevented by simple crowd management strategies. Primary crowd management objectives are avoidance of critical crowd densities.</p> <p>Understanding broader commercial opportunities associated with modeling helps to justify cost and demonstrate return on investment (ROI).</p>
<p>5. Have trained crowd managers for events.</p> <p>Establish a sterile zone outside of the venue prior to egress.</p>	<p>Reduce legal liability.</p>	<p>NFPA Crowd Manager requirements (NFPA 101®: Life Safety Code®, Sections 12.7.6.1/13.7.6.1).</p>

<p>Increase the presence of law enforcement and security teams.</p> <ul style="list-style-type: none"> • K9 sweeps • Tactical response • Private security personnel <p>Utilizing video surveillance and analytic software to identify suspicious activity/behavior.</p> <p>Consult and liaise with local businesses and authorities.</p>		
<p>6. The Crowd Management Plan should address the following:</p> <ul style="list-style-type: none"> • Ensure exits are marked, exit doors are operational, and all egress paths are unobstructed • Ensure fire alarms, sprinkler systems, and emergency lighting are operational • Ensure fire lanes are unobstructed • Put in place an Emergency Notification Plan, including how people will be notified and who will deliver the message • Ensure aisles and other exit routes remain clear throughout the event • Identify potential spaces and events where crowd management requirements would apply • Develop a simple training program and a checklist to be used by crowd managers 	<p>Prevention/protection</p>	<p>Fire Marshall and NCS4 can assist.</p> <p>Become versed in the NFPA Crowd Manager requirements (NFPA 101[®]: Life Safety Code[®], Sections 12.7.6.1/13.7.6.1) and the requirement of the local agency with jurisdiction. Some jurisdictions have different thresholds may allow for changes in the requirements based on the nature of the event or whether a building is fully equipped with sprinklers.</p>
<p>7.</p>		

<p>Develop information regarding crowd movement and traffic planning (lane reversals, road closures, parking restrictions) to mapping applications such as Google Maps and Waze.</p>	<p>Minimize traffic confusion and congestion.</p>	<p>Connect with automated mapping vendors. Provide traffic plans, no parking zones, directional changes, etc., directly to automated mapping vendors for uploading real-time information into the app.</p>
<p>BEHAVIORAL PATTERNS/ISSUES</p>		<p>CDM</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Fan Behavior and Control</p>		
<p>1. Establish, communicate, and enforce a Fan Code of Conduct (i.e., rules of acceptable and unacceptable behavior).</p> <ul style="list-style-type: none"> • Include the Fan Code of Conduct in the event day program • Post signage where possible • Be consistent with enforcement • Encourage patrons to report violations 	<p>Prevention over confrontation. Deters continued acts of unacceptable/disruptive behavior. Helps manage expectations.</p>	<p>Involve all stakeholders (e.g., venue management, event staff, law enforcement and patrons) in the establishment of the Code to ensure buy in from all groups that have roles in following and enforcing it. Set standards, stick to them, and hold violators accountable. Be fair and consistent when enforcing code/policy violations.</p>
<p>2. Advertise and enforce sanctions for inappropriate behavior.</p>	<p>Lack of sanction awareness regarding is acceptable and unacceptable behavior.</p>	<p>Communicate the sanctions before and during the event so that enforcement is clearly understood and supported by those doing the enforcement Broadcast the sanctions prior to the game and during intermissions.</p>
<p>3. Work within and across venues/events, industry, and leagues to develop a common Fan Code of Conduct.</p>	<p>Consistency among venues/events.</p>	<p>Set consistent expectations regardless of location. Standardize expectations across events, venues, leagues, conferences.</p>

<p>4. Establish and enforce a “No Smoking” policy.</p>	<p>Attendee health and comfort.</p>	<p>Most venues already have this in place and many states and cities have laws prohibiting smoking in venues.</p>
<p>Cultural and Disability Awareness</p>		
<p>1. Develop legal, fair, and consistent policies that comply with ADA and civil rights laws. They will help avoid claims of bias from profiling or mistreatment.</p> <ul style="list-style-type: none"> • Include a specialist as part of event operations, such as an on-duty ombudsman or referral of complaints, ADA compliance, or biased based conduct. 	<p>Provides patron treatment fairness and consistency standards and guidance. Reduces legal liability.</p>	<p>Include cultural and disability awareness, including the use of service animals, in staff training.</p> <p>Involve human resources expertise in planning, policy development, and training.</p>
<p>EVACUATION/SHELTERING IN PLACE CDM</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Follow the Evacuation/Sheltering in Place Plan in the EAP for the venue.</p> <ul style="list-style-type: none"> • Develop with input from public safety partners and venue facilities staff • Take participant and spectator attendance into account • Review with Incident Command staff at briefings • Designate the official who will make the decision • The Plan should cover all hazards 	<p>Life safety under all conditions is first and foremost.</p> <p>Evacuation/Sheltering Plan provides instructions and guidance to effectively address the safety of all individuals in attendance.</p>	<p>SEE EAP</p> <p>The Evacuation/Sheltering in Place Plan is an essential element of the EAP.</p> <p>Size of event will define complexity.</p> <p>NCS4 also offers training for plan development and execution - MGT-412: Sport and Special Event Evacuation Training and Exercise</p> <p>The DHS Stadium Evacuation Guide is another excellent resource.</p>

<ul style="list-style-type: none"> • Train staff at the beginning of the year or prior to the sport specific season, and reinforce before every event • Exercise the plan 		<p>Include procedures for ADA/disability sheltering and/or evacuation. Consider designating assistance teams for those with special needs.</p> <p>Quiz staff on evacuation job duties, evacuation routes, etc.</p> <p>Ask staff the following questions before each event:</p> <ol style="list-style-type: none"> 1. Where is the nearest fire extinguisher? 2. Where is the nearest exit? 3. If that exit is blocked, where would guests be directed?
<p>2. Prior to initiating an evacuation, consider the inherent risks.</p> <ul style="list-style-type: none"> • Sometimes the best course of action is not to evacuate, partially evacuate, shelter in place, or relocate • Determine the least invasive and most effective method to fully or partially evacuate attendees from potentially dangerous conditions • Evacuation planning should be based on a risk assessment that takes time and distance into account 	<p>Think through the process.</p>	<p>Based upon a people management analysis, identify sheltering in place (occupancy) throughout the venue for various incidents, in conjunction with the Fire Marshall.</p> <p>Consider the current social media environment when making decisions and anticipate that it may outpace venue communications if decisions are not made in a timely fashion.</p> <p>Factor the current social media environment when making decisions. Anticipate that social media messaging may outpace formal communication channels in the absence of communicating timely decisions.</p> <p>Do not lose control.</p> <p>Staff training is critical. Brief and exercise procedures.</p>
<p>3. Making the decision to evacuate, shelter in place, or relocate during an incident is a complicated process and requires input from various entities</p>	<p>Consider all inputs and hazards.</p>	<p>Plan, train, exercise.</p>

<p>knowledgeable in the structure of the facility, the size, distribution, and condition of the spectators and participants, the hazard involved, and the anticipated response to that hazard.</p> <ul style="list-style-type: none"> • Pre-define the identify the individual who has the authority to make the decision to evacuate/shelter in place/relocate and how this decision will be communicated 	<p>Reduces confusion.</p>	<p>SEE EAP</p> <p>Identify specific individuals and their positions.</p>
<p>4. The full or partial evacuation, sheltering in place, and relocation plans, including route designations, should be identified and evaluated for each type incident and response.</p>		<p>These should be included in the Plan.</p> <p>This is applicable to all size venues.</p>
<p>Evacuation</p>		
<p>1. Follow the Evacuation/Sheltering in Place Plan in the EAP.</p> <ul style="list-style-type: none"> • Conduct training and ensure staff are familiar with the Plan • Pre-scripted messages should be prepared and used for all contingencies • Determine where people will be directed to shelter in place in the venue/event 	<p>The Evacuation/Sheltering in Place Plan provides instructions and guidance on effectively addressing the safety of all individuals in attendance.</p>	<p>The Evacuation/Sheltering in Place Plan is an essential element of the EAP.</p> <p>This can be a massive undertaking that requires extensive planning and training, depending upon the size of the venue and the number of attendees.</p> <p>Messages should be</p> <ul style="list-style-type: none"> • Clear: No distortion or ambiguity, clearly communicated, visually and orally. • Concise: Messages need to be concise so that they can be quickly delivered and easily understood. <i><u>A format of 3-9-27, three main ideas, nine words each, twenty-seven words total can provide that conciseness.</u></i> Messages need to be repeated until

		<p>new information requires the delivery of updated messages.</p> <ul style="list-style-type: none"> • Accurate: Spectators/participants need to know what is happening so that they trust the directions they are being given. • Actionable: Messages need to tell spectators/participants what to do.
<p>2. Approach an Evacuation/Shelter in Place/Relocation Plan by first assessing the potential hazards created by an incident. Then recognize and understand the inherent characteristics, strengths, and weaknesses of the venue’s infrastructure and available resources.</p>		<p>Review all possible causes and plan accordingly.</p>
<p>3. Determine the least invasive and most effective method to evacuate people from potentially dangerous conditions to include partial evacuations, shelter in place, and relocations.</p>		
Sheltering in Place		
<p>1. Follow the Shelter in Place Plan in EAP.</p> <ul style="list-style-type: none"> • Ensure that staff is familiar and trained in the Plan • Must identify sheltering areas, their capacity, and routes to them 	<p>Plan, train, and exercise.</p>	<p>See EAP</p> <p>Use computer simulations to test plans and train staff as often as possible.</p>
<p>2. Pre-determine event-based sheltering locations and capacities for various weather, active shooter, or chemical release incidents.</p>	<p>Foresight allows for better understanding of potential outcomes.</p>	

<p>3. Sheltering in place should always be considered an option for protecting spectators and participants from adverse weather conditions.</p>	<p>Pre-designate areas for housing/sheltering based on weather conditions.</p>	<p>This is dependent on the environment (i.e., rural, suburban, or urban) and surrounding facilities/structures.</p>
<p>Voluntary vs. Mandatory</p>		
<p>1. Time, conditions, circumstances, number of people, and the incident type will dictate whether the action is voluntary or mandatory.</p> <ul style="list-style-type: none"> Anticipate that an incident could occur that causes a non-ordered impromptu panic/mass flight/evacuation and consider how to respond 	<p>Anticipate different potential causes and outcomes.</p> <p>Unanticipated incident.</p>	<p>This is clearly the most dangerous evacuation situation due to panic/stampede/flight. The response should include how to use crowd flow, environment, and communication methods.</p>
<p>COMMUNICATION</p>		<p>CDM</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Use the venue PA system, website, and social media channels to provide information and communicate with guests that are at the venue.</p>	<p>Broadest communication coverage. Getting the message out using all means.</p>	<p>Consider public safety communication capabilities, commercial radios, landlines, cellular, HAM radios, video boards, broadcast media, social media, PA systems, and public safety vehicles.</p>
<p>2. During an emergency, use all available means of communication to provide timely and accurate information to concerned friends and families of patrons who may be monitoring from home.</p>	<p>Avoid spreading misinformation.</p>	<p>Assign a Public Information Officer who will communicate information to the media and public. Having a unified message is important to avoid confusion.</p> <p>Have pre-written scripts for emergency situations that can be posted to official social media accounts of the venue</p>

		and/or team, local law enforcement, and responding public safety agencies.
ACCESS CONTROL		CDM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. All open access points should be staffed. Only authorized, ticketed, credentialed, and screened individuals should be permitted to enter the venue.</p>	<p>Establish control and maintain security.</p>	<p>Standard operating procedure.</p> <p>Consider testing the access control program with red teams.</p>
<p>2. Establish and use written credentialing processes and policies to assist in controlling access to the event.</p>	<p>Prevent counterfeit credentials and unauthorized access.</p>	<p>Limit the number of credentials issued. Credential design should change for every event.</p> <p>Consider using matching wrist bands for:</p> <ul style="list-style-type: none"> • Parent and child • Senior and family member or friend <p>See the DHS Best Practice Guide for Credentials.</p>
<p>3. Use color-coded ticket/credential boards at all restricted access points to assist staff.</p> <ul style="list-style-type: none"> • Post credential boards at all access control points. 	<p>Eliminate confusion of staff and those with credentials.</p>	<p>Credential systems will only be effective with proper training and staff or security posting to manage checkpoints between different access areas.</p>
<p>4. Secure the following areas and post staff or use biometric reader access control devices (e.g., fingerprint, IRIS scan, facial recognition) to control access:</p>		<p>Assign competent and trusted staff.</p> <p>Reference the DHS “Best Practice Guide for Credentials”</p>

<ul style="list-style-type: none"> • Inside concessions • Mechanical rooms • Locker/dressing rooms • Playing surface • Storage/utility rooms • Suite Levels • Club Levels • Operations Center/UJOC 		
<p>5. Implement localized a PA system at each gate.</p>	<p>The need to communicate to individuals queued in lines at the gates is critical to safety and service delivery.</p>	<ol style="list-style-type: none"> 1. Install a PA system at each gate. 2. Designate an individual to use the PA system. 3. Script general messaging to be used when possible: <ul style="list-style-type: none"> • Rerouting guests to another gate. • Gate closures due to an emergency. <p>Review estimated wait times.</p>
<p>6. Provide a raised point of view for an event staff member at each gate.</p>	<p>The ability to be elevated above the crowd in order to estimate crowd size, conduct visual inspections, and communicate is critical.</p>	<p>Use a safe and approved platform to post an event staff member above the crowd at each gate.</p>

No Re-Entry Policy		
<p>1. Establish a no re-entry policy, communicate it before the event, and enforce it.</p>	<p>Many issues are created by re-entry.</p>	<p>This policy should be posted in clear view of all attendees.</p> <p>If re-entry is permitted, it should be at a specific gate. Follow the re-screening procedures.</p> <p>If this policy is new, advanced planning for implementation, including wide information distribution of using all sources available (e.g., website, mail-outs, social media, etc.), will be necessary.</p>
<p>2. The best practice would be not to allow re-entry.</p>	<p>This prevents many issues.</p>	<p>Exception would be medical issues, but they still must be re-screened.</p>

ENTRANCE SCREENING		CDM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a policy and refuse entry to anyone who declines to have his/her person or possessions screened/searched.</p> <ul style="list-style-type: none"> • Must be communicated via all available methods (e.g., posted at the gates and printed on parking permits, tickets, and credentials) • Train staff to be respectful of patrons and their possessions • Visiting teams, performers, personal items, vehicles, and equipment trucks should be screened. 	<p>Safety.</p> <p>100% enforcement.</p> <p>To be legally defensible.</p>	<p>Consistency in applying the rules will help.</p> <p>Law enforcement officers nearby are strongly recommended.</p> <p>Reference the DHS Best Practice Guides for Patron Screening and Bag Searches.</p> <p>Reference the Check-It video.</p> <p>Use PA and video board messages at the gates, if available.</p>

		<p>Consider assigning staff to queue lines to identify prohibited items. Consideration should be given to establishing a secondary perimeter.</p>
<p>2. Establish a written policy regarding items that will or will not be allowed in venue.</p> <ul style="list-style-type: none"> • Consider prohibiting: coolers, bags, backpacks, containers, explosives, chemicals, weapons, alcohol, drugs, tools, poles, canes, selfie sticks, flammable liquids, fireworks, flares, tents, chairs, sleeping bags, blankets, glass containers, and suitcases • Post a list of prohibited items using all methods available, such as at transit locations (e.g., buses, trains, parking lots, and entrances to the venue) and on the venue website. 	<p>Must be written and communicated to be legally enforceable.</p> <p>To reduce confusion and prevent patrons from getting to the gates with prohibited items.</p>	<p>Communicate these policies and have participants and spectators consent to these searches as a requirement for entry and printed on tickets.</p> <p>Ensure that gate/screening staff are familiar with the policies and enforce them consistently.</p> <p>Consider clear bag policy.</p>
<p>3. Develop staff procedures for conducting proper screening techniques. Procedures should include the use and deployment of staff and equipment. Do not allow exceptions.</p>	<p>Legal defensibility.</p> <p>Must be written and communicated to be legally enforceable.</p>	<p>Enforce compliance with policy and or procedures.</p> <p>Have a secondary screening method available.</p> <p>Test screening equipment and staff performance under live conditions and in real-time with red team penetration tests.</p>
<p>4. Base screening process and implementation upon local law, policy, threat/risk assessment (acceptable risk level), current intelligence, past event history, indoor or outdoor event, situational awareness of the specific event, and current world climate.</p>	<p>Most appropriate process for the circumstances.</p>	<p>Screenings in some form or fashion should be conducted even if random. Increasing to higher levels of screenings can be done on an event by event basis based on current intelligence, past history, known VIP attendees, etc.</p>

		Use data to help determine flow rates, arrival load, and assist in managing staff assignments.
<p>5. Develop a procedure with law enforcement/fire department to address handling dangerous/prohibited items.</p>	This will prevent confusion at the gate if an item is discovered.	Have a safe disposition plan.
<p>6. Post signs near all entrances clearly stating that no firearms or weapons are allowed in the facility.</p>		<p>Signs should cite applicable statutes or ordinances.</p> <p>Since many venues are on public property, firearms laws will vary greatly from city to city and state to state. Must comply with laws.</p> <p>Consider establishing a law enforcement sign in process in which sworn local law enforcement officers are given a designated wristband when they provide their seat location and department name and badge number. Another option is to have officers check their weapon in to a lockbox that is in the Command Center.</p>
<p>7. Have uniformed law enforcement presence in the vicinity of screening points as a back up.</p>	Safety and security.	
Personal Screening		
<p>1. Must include <u>some</u> form of personal screening: walk-through metal detectors, hand held wands, pat-downs, and/or visual inspections.</p>	To prevent prohibited/dangerous items from being brought into the venue/event.	<ul style="list-style-type: none"> • Visual observation is the least intrusive and the least reliable for the untrained and trained eyes • A pat down is the most intrusive, requires the most training due to sensitivity issues, and takes the most

<ul style="list-style-type: none"> • May be random or mandatory 100% screening; everyone (i.e., participants, spectators, event staff, volunteers, and sponsors) must be at least visually screened, without exception • The most efficient screening process is walk through metal detectors as the primary option, hand held wands as the secondary option, and gender-specific pat downs as the final option <ul style="list-style-type: none"> ○ Secondary screening methods should be conducted with same sex personnel (i.e., female to female and male to male) • Provide multiple trained techniques and technologies as back up systems in the event of a technical failure 		<p>time. If this method is employed, use <u>trained</u> adults for this function.</p> <ul style="list-style-type: none"> • Hand held or walkthrough metal detectors are very good for detecting metallic items. • The appearance of a professional and efficient screening operation is an effective deterrent. • Screenings should be conducted by venue security staff with law enforcement as a back up. • Use of K9s is an effective method to detect explosives. They are non-invasive and can work much longer because they sample the air behind people. They are not static, nor do not look for static objects <p>ALSO SEE PATRON SCREENING IN G/EDP SECTION</p>
<p>2. If pat downs will be used, provide extensive training, including sensitivity training.</p> <ul style="list-style-type: none"> • All primary screening should be conducted by non-law enforcement security staff, backed up by law enforcement • Use only gender specific (i.e., male on male – female on female) pat downs. Provide private screening locations. Screenings should be conducted by a gender specific security officer with a second gender specific security officer as a witness. 	<p>This is the least desirable and most problematic.</p>	<p>Ideally, a law enforcement officer should be present at each screening point for all screening options.</p> <p>If pat downs are used, provide monitored semi-private locations when possible.</p> <p>Guests may have their own witness, who may observe only and may not participate in the screening process.</p>
<p>3. Train staff to be able to heighten personal screening/searches in case security conditions change.</p>	<p>Respond to elevated threat levels. Help avoid complaints.</p>	<p>Train staff responsible for checking bags. Use the DHS Sports Venue Bag Search Procedures Guide and document their viewing of the DHS Check It bag search video.</p>

		<p>NCS4 offers the Certified Sport Venue Staff (CSVS) certification for gate security workers, ticket takers, and other front-line personnel, which includes training on screening processes, observing suspicious behavior, problem solving, communication, and other basic safety and security practices. The CSVS also includes a background screening and continuously monitors employee criminal records. www.ncs4.com/csvs</p>
<p>4. Develop procedures and training for the level(s) of screening that are used.</p> <ul style="list-style-type: none"> • Have male staff search male patrons and female staff search female patrons • Develop procedures and training for screening small children and disabled patrons • Include sensitivity training • Video all screening operations 	<p>Helps avoid complaints.</p> <p>Litigation protection.</p>	<p>Texas Engineering Extension Services (TEEX) offers basic security operations training in access control, personnel, baggage, and vehicle screening.</p> <p>Reviewing video coverage is a great tool for after-event analysis/learning about screening process at all entry points.</p>
<p>5. If hand held wands are used, ensure staff are trained and enough devices are available to prevent long lines. Hand held detectors should be employed two inches away from the body while screening.</p>	<p>This is good but training and personnel intensive.</p>	<p>These are mobile and can be moved between gates. Calibrate devices and be sure to have spares.</p> <p>These may be mobile and can could be moved between gates, ensure calibration and review sensitivity.</p>
<p>6. If walk-through metal detectors (i.e., magnetometers) are employed, ensure enough training and calibration of devices; must do further screening for all alerts.</p>	<p>This requires training but is less staff intensive and less intrusive.</p>	<p>These are mobile and can be moved between gates. Ensure calibration and review sensitivity.</p> <p>Be consistent.</p>

<p>Visually inspect items that activate the detector.</p>		
<p>7. If metal detectors are used, calibrate them before each use and document it.</p>		<p>If possible, have spare metal detectors available. Use approved test pieces for calibration purposes.</p>
<p>8. Set up special entry lanes at gates around the venue for:</p> <ul style="list-style-type: none"> • Patrons with NO items to screen (i.e., express lane/gate) • Patrons with medical devices (e.g., oxygen tanks, medical syringes, wheelchairs, etc.) • Mothers with diaper bags for young children (must have the child with them) 	<p>To expedite entry and reduce aggravation.</p>	<ul style="list-style-type: none"> • Ensure that sufficient signage is installed. • Ensure that all staff, including EMS professionals, have been trained in case a subject with a specific medical “device” needs to be screened with assistance from medical personnel • Pre-declaration for attendees • Provide information to attendees pre-event • Proactive identification of attendees with special needs
<p>Possessions</p>		
<p>1. Inspect ALL possessions, items, and/or containers that are permitted into the venue.</p> <p>If bags/containers of any type are permitted, inspect at entry points (i.e., preceding ticket takers) before entry to the venue.</p> <ul style="list-style-type: none"> • Use tables for bag screening and provide 12 inch sticks for staff to probe inside bags to speed up the process • Train staff to conduct these checks • Provide sufficient lighting at all screening areas for evening events. 	<p>To prevent prohibited items from being brought into the venue.</p> <p>This protects staffs’ hands from cuts, scratches, and contaminations.</p>	<p>Reducing what patrons can bring into venues, significantly decreases risk, and expedites the entry process.</p> <p>Bag searches tend to be the most inconsistent.</p> <p>Consider using clear bags for easier examination and to expedite entry. Smaller is better; consider 12 inches X 6 inches X 12 inches.</p>

<p>All primary screening should be conducted by venue security staff and backed up by law enforcement.</p>		
<p>2. Conduct a visual inspection; require attendees to open their possessions and, if necessary, empty the contents into a bin.</p> <p>Consider setting up separate lines for people who:</p> <ul style="list-style-type: none"> • Require a more detailed inspection of their possessions • Are entering without any possessions that require inspection • Are disabled/mobility impaired or have other special needs 	<p>Streamline the process to reduce time.</p>	<p>Consider using bins (e.g., airport TSA screening) for personal items instead of emptying bag contents onto a tabletop. This process is already socially acceptable, and patrons are less likely to lose/drop property. It may also speed up the screening process.</p>
<p>3. Set up tables on which to place items for inspection.</p>		<p>Screening tables provide a stable platform for guests to divest items in advance of screening checkpoints to expedite lines.</p>
<p>4. Develop procedures and training for the level(s) of screening used.</p> <ul style="list-style-type: none"> • Train screeners to NEVER put their hands into containers/purses/bags • Provide 12 inch sticks for screeners to use as a probe • Provide screeners with rubber/latex gloves • Document training and test (verbal or written) 	<p>Prevent injuries to staff.</p> <p>To mitigate litigation.</p>	<p>Have staff be discreet and courteous.</p> <p>Ensure that staff responsible for checking bags is properly trained. The DHS Sports Venue Bag Search Procedures Guide and Check It bag search video are good resources.</p>

<p>5. Set up separate lanes for those with and without items to expedite entry.</p>	<p>Speed entry reduces delay.</p>	<p>Make sure to have appropriate signage to inform patrons of the 'with and without' items lanes/gates to help patrons discern the correct lane for them.</p>
<p>6. If bag check facilities are available, ensure that bags are inspected before taking custody of the items.</p> <ul style="list-style-type: none"> • Bag check facilities should be no less than 100 feet from the perimeter of the building 	<p>Accommodation.</p>	
<p>Handling of Discarded Possessions</p>		
<p>1. Develop a policy and procedure to address abandoned items in a safe and accountable manner.</p> <ul style="list-style-type: none"> • Do not place unattended trash receptacles at venue access points where patrons can discard or abandon prohibited items. Deploy staff to ensure that attendees do not dispose of items near entrances. 	<p>These items are often discarded around gates/venue perimeter.</p> <p>They can become containers for IEDs.</p>	<p>Unless items are weapons or illegal drugs, law enforcement officers do not need to be involved, except as back up for unruly individuals.</p> <p>Non-law enforcement security staff and/or venue personnel should be responsible for these items, unless they are evidence, which law enforcement will handle.</p> <p>Create a disposal policy.</p>
<p>TICKETING/CREDENTIALING CDM</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Design and Implementation</p>		
<p>1. Develop effective standardized ticket and credential policies and procedures in collaboration with all stakeholders.</p>	<p>Controls access (i.e., spectators, teams, entertainers, media, staff, VIPs) to the venue and specific areas during specific times.</p>	<p>Consolidate credential management under one central authority with security oversight. Centralization will eliminate confusion and enhance enforcement. Scalability</p>

<ul style="list-style-type: none"> • Consolidate credential management under one central authority for consistency 	<p>Centralization will eliminate confusion and enhance enforcement.</p>	<p>issues may mean that some venues use other processes based on their needs and resources.</p>
<p>2. Credentialing systems should feature easy identification and counterfeit prevention measures, including unique name and photograph of the user, embedded hologram, or RFID/NFC chip for verification.</p>	<p>Prevent transfer and counterfeit of credentials.</p>	<p>Hologram is the easiest counterfeit prevention measure and can be embedded during the printing process or affixed in post-production at relatively low cost.</p> <p>RFID tags are only applicable in events that will deploy corresponding reader technology to verify IDs at entry points to sensitive areas.</p> <p>Use of unique names and photographs is the best measure for preventing transfer and ensuring maximum security in the credentialing process, but requires a substantial investment in the pre-event data collection, approval, and printing process.</p>
<p>3. Issue credentials on an event basis and have an expiration date. Venue management, event staff, etc., should have photo ID cards that are used as credentials.</p>	<p>Prevent transfer of credentials to unauthorized persons.</p>	<p>Designate a specific gate or area where third party employees, staff, media, and other groups can come to receive their credentials and any other important documentation and materials.</p> <p>To reduce counterfeiting, consider using:</p> <ul style="list-style-type: none"> • Two-sided printing • Unique shape/color • RFID • Holograms • Remove previous date wristbands/credentials from bags or persons who return for new events

		<p>Tie the event credential to the access card to pay system to know who is in the facility.</p> <p>Trusted vendors and suppliers can be allowed to pick up in bulk on behalf of their staff after a vetting process.</p>
<p>4. Designate credentials for specific areas; always require that credentials are worn and clearly displayed.</p>	<p>Access control with authentic and easily identifiable credentials.</p>	<p>Ensure credentials are designed so that they can be visually identified for a specific access/function.</p> <p>Retrieve credentials from individuals who no longer have a need to be at the venue (e.g., contractors).</p>
<p>5. Do not grant non-credentialed individuals access to the venue or give credentials to non-working or unauthorized individuals.</p>	<p>Prevents unauthorized access.</p>	
<p>6. Recommend a credential system that utilizes holograms, bar codes, RFID, and/or photographs to identify the user and indicates by shape, size, and color the area(s) to which the user has access.</p>		<p>Can employ electronic scanners for ticket/credential validation.</p>
<p>7. Credential design should be kept as simple as possible (e.g., shapes, sizes, colors).</p> <ul style="list-style-type: none"> • Display credential boards at access points to restricted areas and train staff on their use 	<p>Overly complicated credentials requiring a complex credential board for interpretation confuses the staff.</p>	<p>Access control with authentic and easily identifiable credentials.</p> <p>Employ anti-counterfeiting techniques.</p> <p>The design and color of credentials must be substantially different from those used in prior seasons.</p>

<p>8. Issue photo credentials to all persons working the event, employees/staff, team, coaches, public safety, medical, approved media, etc.</p> <ul style="list-style-type: none"> • All requests for credentials from the media, sponsors, and vendors should be in writing • Media, sponsors, and vendors should be required to pick up their credentials in person using a photo ID to verify their identification 		<p>Credentials should be worn at all times and clearly displayed, except for coaches and non-uniform players on the bench.</p> <p>If possible, use an online credential registration capability and require a photo ID when picking up credential.</p>
<p>9. Test the access and credential system and the staff.</p>	<p>Measure the effectiveness of policies and procedures.</p>	<p>Utilize less recognizable staff to test (i.e., red team) the credential checkpoints, pick up system, and other areas in advance of and during the event to check for vulnerabilities and correct lack of performance in properly screening the credentials.</p>
<p>10. Promote policies prohibiting the posting of credentials on social media sites.</p>	<p>Prevent credential duplication and counterfeiting.</p>	<p>Promote policies prohibiting all people from posting partial or full images of their credential on social media prior to or during the event.</p> <p>Train social media teams to watch for posted credentials and immediately contact account owners to remove their post or risk having their access revoked.</p>
<p>Background Screening</p>		
<p>1. Conduct background checks on all staff (e.g., vendors, sponsors, event staff, contractors, volunteers, etc.) prior to issuing their credentials.</p>		<p>NCS⁴ offers a cost-effective program, coupled with training, to accomplish screening/training.</p>

		<p>Contracted vendors should be required to conduct the background screening and supply that information prior to season and with any staffing changes</p> <p>To expedite the process to fill positions, the level of required background checks for vendors and contractors can be based on the access level granted for the event.</p> <p>Consider incorporating social media checks and open source checks as part of overall background checks.</p>
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Training

<p>1. All ticketing and gate personnel (i.e., ticket takers and security) should be knowledgeable about tickets and credentials.</p> <ul style="list-style-type: none"> • Test and monitor for compliance 	<p>Patrons become upset when personnel do not know what they are doing.</p>	<p>These personnel should also be familiar with the facility, policies, and procedures.</p>
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ALCOHOL MANAGEMENT CDM

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
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Alcohol Sales

<p>1. If the venue/event allows on-site alcohol sales - follow local and state laws and regulations.</p>	<p>Legality of sales and possession.</p>	<p>Will differ from state to state.</p>
<p>2. All sales personnel should meet age requirements and receive training on recognizing signs of impairment/over-indulgence and how to respond (e.g., refuse service, contact supervisor, etc.).</p>	<p>Training.</p>	<p>State alcoholic beverage personnel are a great resource and offer training in most states.</p> <p>Consider Techniques for Effective Alcohol Management (TEAM) Coalition training.</p>

<p>3. Create a policy to limit the number of drinks to that can be purchased at one time by an individual and enforce it.</p>	<p>Minimize over consumption or unauthorized access/dispensing by minors.</p>	<p>Policy stipulates how many drinks may be purchased at one time by an individual.</p> <p>Stipulate the exact type of identification required:</p> <ol style="list-style-type: none"> 1. Can international identification can be used? 2. Can only state issued identification can be used?
<p>Alcohol Use Policies/Procedures</p>		
<p>1. Create clearly written alcohol possession and use policies.</p> <ul style="list-style-type: none"> • Specify intoxication will not be tolerated and will result in ejection. Enforce the policy. 	<p>Public intoxication/disorder. Lack of policy.</p> <p>Lack of enforcement often leads to other issues.</p>	<p>Communication and enforcement of these policies will enhance the fan experience.</p> <p>Ensure that visiting fans are aware of venue/event policies.</p>
<p>2. Create family friendly area(s).</p>	<p>Isolate drinkers from non-drinkers and minors, if required.</p> <p>Create an environment for family recreation and enjoyment.</p>	<p>Reinforce the importance of staff training in relation to alcohol management:</p> <ul style="list-style-type: none"> • Identification of intoxication • Responsible service of alcohol • Liability issues <p>Provide information to customers concerning availability and rules the rules associated with the family friendly area. This can be accomplished through communication via websites, television, social media, ticketing, and signage.</p>
<p>3. Train staff on:</p> <ul style="list-style-type: none"> • Identification of intoxication and what actions to take • Responsible service of alcohol 	<p>Lack of trained staff.</p> <p>Potential for litigation.</p>	<p>Have supervisors deny entry that should be enforced by law enforcement. Detain them until a responsible individual is available to pick them up.</p>

<ul style="list-style-type: none"> Liability issues associated with ejecting intoxicated individuals 		
<p>Alcohol Possession/Consumption</p>		
<p>1. If the venue/event has a no alcohol policy, develop a procedure for dealing with individuals that are in possession and/or consuming alcohol.</p>	<p>Policy enforcement.</p>	<p>Clear policies and procedures communicated to patrons and dealt with zero-tolerance is a more defensible position if something bad happens and will enhance the fan experience.</p>
<p>2. Have a written procedure for dealing with underage drinkers and referral to law enforcement.</p>	<p>A violation of state laws.</p>	<p>Make sure law enforcement working at the venue is aware of and understands current policies and the proper response – by law a crime committed in their presence requires action.</p> <p>State alcohol enforcement may assist.</p>
<p>Intoxication/Enforcement</p>		
<p>1. Have gate staff turn away individuals who appear to be impaired prior to entering, and notify law enforcement to handle <u>if necessary</u>.</p> <ul style="list-style-type: none"> Document and photograph/video all violators 	<p>Prevents individuals who appear to be impaired from entering the event and causing problems.</p>	<p>Ejected patrons should not be released on their own recognizance. Turn the intoxicated individual over to a sober and responsible person. Have them sign a waiver assuming responsibility for that individual.</p> <p>Consider using secret shoppers to test the effectiveness of alcohol control measures.</p>

Documentation		
<p>1. Document offenders and advise them that they may not be permitted to attend events for the remainder of the year or in the future.</p>	<p>Need appropriate records for enforcement, statistical analysis, and potential litigation.</p>	
<p>2. Ensure accountability of all ejections through identification, documentation, and photograph/video. * If not under arrest, turn the intoxicated offender over to a sober and responsible person. Have them sign a waiver assuming responsibility for that individual</p>	<p>Prevent ejected intoxicated offenders from causing additional problems and liability to the venue.</p>	

Emergency Action Planning

PLANNING		EP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Develop a pre-planning tool that provides the ability to customize operations plans based on type of event size, location, duration, demographics etc.</p>	<p>Plans will become scalable based on the risk and needs of the event.</p>	<p>Use current plans and past experiences with similar events to know the needs and risks of the various events.</p> <p>Establish a baseline that can be scaled up.</p>
<p>2. Develop and continually update a written Emergency Action Plan (EAP). Some also refer to this as an Emergency Operations Plan (EOP), Incident Action Plan (IAP).</p> <ul style="list-style-type: none"> • Develop in conjunction with all public safety agencies as they should be responsible for many sections and will frequently take the lead. • The EAP should include specific measures to cope with and respond to all potential incidents • The EAP is a separate document from the Game/Event Day Plan and will serve as an appendix. 	<p>Being able to respond effectively to any incident requires pre-planning, coordination, and training.</p>	<p>This should occur and be scalable regardless of the size of event.</p> <p>The size and complexity of the written EAP is driven by the Risk Assessment, size of the event, number of attendees, history of prior events and threats. The EAP may also incorporate smaller events with a separate section for each type of event.</p> <p>The local and state agencies (who will be responding to incidents) along with the FBI and DHS Protective Security Advisors (PSA) are a tremendous resource.</p> <p>Review and update prior to each season.</p>
<p>3. The EAP should address all event day and non-event day threats and potential emergencies from an ALL-HAZARDS approach (natural, technological and human caused) to:</p> <ul style="list-style-type: none"> • Minimize injury and loss of life • Establish effective response 	<p>Must be all encompassing.</p> <p>Will also assist in brand protection.</p>	<p>GUIDES Compliance regulations, laws and recommendations for review:</p> <ul style="list-style-type: none"> a. Blood Borne Pathogens (OSHA) b. EAP 29 CFR1910.38 c. FBI Law Enforcement Crisis Management Handbook

<ul style="list-style-type: none"> • Incident stabilization • Protection of property and the environment • Minimize economic impact 		<ul style="list-style-type: none"> d. Fire Prevention Plan 29 CFR1910.39 e. First Aid 29 CFR1910.151 f. NCS4 – MGT-404 Sport and Special Event Incident Management g. NCS4-AWR-167 Sport Event Risk Management h. NFPA 1600 i. NIMS 100-800 j. State Fire Codes k. State health department codes regarding food handling & emergency medical services l. Local building codes/structural regulations for temporary structures & stages <p>ICS forms are also useful.</p>
<p>4. Specify persons to be notified and in the proper order of notification. Ensure the notification list remains current by updating annually and/or when contact changes occur.</p>	<p>Ensure accuracy and that the appropriate individuals are notified.</p>	<p>Keep hard copy and electronic copy. Coordinate with local contacts to ensure that all concerned are involved in the planning process.</p>
<p>5. Create a plan for staffing according to the event and the assessed threat.</p>	<p>Roles, responsibilities, and sufficient resources.</p>	<p>Use this to determine who will take charge of the specific incident.</p>
<p>6. Develop a plan that creates a process for reunification of people and their property/belongings. Example:</p> <ul style="list-style-type: none"> • Phones • Purses • Wallets 	<p>Returned personal belongings after an event or incident.</p>	<p>The reunification process ties into an organization’s continuity plan. You will have emergency management, public affairs, risk management and law as resources for recovery,</p>

<p>7. Create a plan if the venue will allow or not allow off-duty officers into the venue with a weapon. If off-duty officers are allowed to carry weapons, there should be a plan in place on how to identify and protect.</p>	<p>Friendly fire during an incident.</p>	<p>Venue may look at using wristbands on shooting hands, portable sashes when an incident occurs, or have check-ins to identify seat location.</p>
<p>8. Develop and train staff on a plan that addresses the difference between service animals and comfort animals. Address specific legal requirements that must be adhered to related to service animals.</p>	<p>The ability to legally limit or deny animals that should not be in the venue. Reduce legal risk with staff handling various situations incorrectly.</p>	<p>Refer to current ADA guidelines and use legal counsel to establish the plan and train staff.</p>
<p>9. Ensure plans are protected from unauthorized disclosure.</p>	<p>Not all parts of the plan should be open to everyone, especially tactical plans.</p>	<p>Treat as law enforcement sensitive, need to know.</p>
<p>10. Conduct at least an annual exercise on the plan and include updated information from previous exercises.</p>	<p>Staff and partner preparation.</p>	<p>Include all parties to test the plan. Discuss roles and responsibilities.</p>
<p>EXECUTIVE TEAM</p>		<p>EP</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Establish an Executive Safety and Security Committee (ESSC) comprised of leaders or their designees from law enforcement (local, state, and federal), fire department, medical, health service, emergency management, and all appropriate venue staff.</p>	<p>Provides organization, reduces confusion, and establishes accountability while getting the most input/feedback.</p>	<p>The Executive Safety and Security Committee (ESSC) can be scaled based on the size of the municipality, geography, history, and local environment.</p>

<p>2. Have ESSC establish Specialized Management Coordination Components (SMCC) through the committee process.</p>	<p>Assigns responsibility with expertise and accountability.</p>	
<p>3. Appoint a lead agency/organization (and individual) for each SMCC to identify overall responsibility and the setup of each component. Develop a written component of the plan. The following are recommended SMCCs:</p> <ul style="list-style-type: none"> • EMERGENCY PLANNING STRUCTURE <ul style="list-style-type: none"> a. Background Screening/ Credentialing/Accreditation b. Blueprints, Maps, Diagrams, CAD/BIM, GIS c. Command and Control <ul style="list-style-type: none"> • Communications • EOD/WMD/CBRN/Bomb Dogs • Intelligence/Investigations • Jurisdictional Roles and Responsibilities • NIMS/ICS • Public Information/Media Relations • Rapid Investigative Response/Tactical Response • Traffic Control • Unified Joint Operations Center d. Dignitary Protection e. Emergency Management f. Parking/Tailgating Areas • INCIDENT RESPONSE PLANS <ul style="list-style-type: none"> a. Active Shooter 	<p>Comprehensive planning.</p> <p>Structure, planning, command, and control.</p>	<p>The same individual will probably be responsible for any like components between Emergency Planning Structure and Incident Response Plans.</p> <p>The Incident Response Plans will be lead and developed by Public Safety personnel (law enforcement, fire department,</p>

<ul style="list-style-type: none"> b. Adverse Weather c. Aviation Accident/Incident d. Bomb Threat/Suspicious Package/Bombing e. Cyber Intrusion/Attack f. Demonstrations/Civil Disturbance/Riots g. Earthquake (if applicable) h. EMS/Medical i. Evacuation/Sheltering/Reunification j. Fatality(s) k. Fire and Rescue l. Hazardous Materials Release m. Infrastructure Failure n. Marine (if applicable) o. Mass Casualty p. Public Transportation Incidents q. Structural Collapse r. Terrorism s. Vehicle used as a weapon t. Weapons of Mass Destruction 	<p>All-hazard planning.</p>	<p>EMS, and emergency management) and key individuals from the venue.</p>
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EMERGENCY RESPONSE OBJECTIVES, MISSIONS, AND RESPONSIBILITIES EP

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. The EAP serves as a guide/plan providing direction, principals, information, management, coordination, roles, and responsibilities, and the EAP should outline Command and Control for All-Hazards response requirements and foreseeable circumstances.</p>	<p>This provides an organized structure and response procedures should an emergency/critical incident occur.</p>	<p>Should be consistent with NIMS/ICS. Include data collection in EAP, performance metrics can serve to justify resource and staffing requirements and drive future needs or acquisition</p>
<p>2. Provide response procedures to protect people and property during and after an incident.</p>	<p>Venue liability.</p>	
<p>3.</p>		

<p>Provide a structure for coordination between venue/event personnel and government authorities to promote an effective response and resolution.</p>	<p>Cooperation and collaboration.</p>	<p>The EAP will also serve as a guide for exercises.</p>
<p>COMMAND AND CONTROL EP</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Designate leaders to exercise authority and provide direction within the chain of command by identifying specific responsibilities.</p>	<p>One of the most important principles of effective inter-organizational success is unity of effort with clear lines of command and control.</p> <p>A pre-defined chain of command is important and brings clarity during crisis situations.</p>	<p>Leadership is a VERY important component as well as coordination and team effort.</p> <p>Conduct monthly review sessions with leadership team to address any questions or concerns.</p>
<p>2. The appropriate individual should be designated as the Incident Commander (IC) for each potential type of incident. See NIMS/ICS.</p>	<p>Identifying the appropriate individual by name.</p>	<p>Identify the Incident Commander for any type of incident. Generally, it is an agency/organization head or designee (i.e. Police Chief, Fire Chief, etc.), or the senior member of the venue security team.</p>
<p>3. Develop an incident command/unified command structure that meets NIMS/ICS standards, and ensure the structure is customized to the events and operations of the organization.</p>	<p>Lack of a solidified plan that meets the needs of the organization.</p>	
<p>Jurisdictional Roles and Responsibilities</p>		
<p>1. Hold pre-event meetings with decision makers to sort out and understand jurisdictional roles and</p>	<p>Clear lines of roles and responsibilities.</p>	<p>Pre-event meetings should occur regardless of venue size.</p>

responsibilities of the various public agencies, as well as the venue management team decision makers.	Eliminates confusion during an incident.	At least annually, have major planning meetings with all parties to address/modify the plans to meet the needs of the venue.
NIMS/ICS		
1. All key venue/event staff should be trained in NIMS/ICS.	A successful system is used during incidents for operating crisis incidents across multiple jurisdictional levels and organizations.	Free training (both online and classroom) is available through DHS/FEMA and NCS4 for all segments of NIMS/ICS.
Communications		
1. Develop an Operations/Communications Plan that includes options and alternative methods to communicate at all levels from the Command Center to venue/event staff and public safety operations.	Communications is one of the most important yet least attended issues that arise during an event. Pre-planning and redundancy are essential.	This is clearly scalable based on the incident. Interagency communications is essential during a crisis and should be a high priority.
2. Establish cross-jurisdictional communications capabilities especially in the Operations/Command Center (UJOC) through a convergence of all communications with capabilities for all entities (voice, data, video, PA systems, and digital message boards).	Interoperability is very important.	New technology can significantly assist in this effort, but it is not cheap – do not let cost hinder interoperability. Place dispatchers/communicators next to each other in the Command Center for situational awareness.
3. Plan for multiple communication platforms with sufficient redundancy to get timely and accurate information to those who need it when they need it.	Redundancy.	Consider public safety communication capabilities, public and commercial radios, landlines, cellular, HAM radios, video boards, broadcast media, social media, text, and PA systems.

<p>4 Test Communications Plan/equipment in a working environment to ensure the equipment is working properly before the event.</p> <ul style="list-style-type: none"> • Install signal enhancement (repeaters) to ensure venue-wide coverage as necessary for all communications (radio, cellular, data) 	<p>Reliability of communication capability in a high noise environment.</p>	<p>Communications equipment tests should be performed prior to EACH event.</p>
<p>5. Have multiple methods for operational and emergency communications.</p> <ul style="list-style-type: none"> • With technology advances, do not forget the old reliable capabilities that have proven tried and true, such as Ham Radios and their operators • Also, maintain landline phone capability 	<p>Technology dependency and reliability.</p>	<p>Always have a back-up plan even if it is dispatching a person to relay information. Do not rely upon any single method/system of communication.</p> <p>For large scale events consider bringing in cellular providers to beef up the existing cellular infrastructure at the venue to accommodate large crowd use of cellular resources. Request priority routing for public safety.</p> <p>First responders should consider the Government Emergency Telecommunications Service (GETS) and/or Wireless Priority Service (WPS) program offered through the federal government to get priority phone service during an emergency.</p> <p>With technology advances, do not forget reliable capabilities that have proven tried and true, such as HAM radios and their operators.</p>
<p>6. Have megaphones as a backup for crowd control.</p>	<p>Be prepared for the unexpected.</p>	

<ul style="list-style-type: none"> • Also use first responder equipment PAs for emergency communications 		<p>Pre-stage megaphones at ingress and egress points around the venue.</p>
<p>7. Develop audio and video scripts for all types of incidents with specific emergency announcement broadcasts.</p> <ul style="list-style-type: none"> • New megaphones allow for pre-recording of various incident scripts 	<p>Confusion during an incident.</p>	<p>Messages should be</p> <ul style="list-style-type: none"> • Clear: No distortion or ambiguity, clearly communicated, visually, and orally. • Concise: Messages need to be concise, so they can be quickly delivered and easily understood. <u>A format of 3-9-27: three main ideas, nine words each, twenty-seven words total can provide that conciseness.</u> Messages need to be repeated until new information requires delivery of updated messages. • Accurate: spectators/participants need to know what is happening in order to trust the directions they are being given. <p>Actionable: Messages need to tell spectator/participants what to do.</p>
<p>8. Written instructions should be in place to address incoming threats, whether telephonic, or via any other medium. All incoming threats should be properly recorded and preserved.</p>	<p>Essential to initiate an investigation and emergency response. Provides documentation for analysis, investigations, and lessons learned. Can be used in the event of litigation.</p>	
<p>9. Establish process to get information on reported threats directed at adjacent facilities (buildings, train or subway stations, businesses, fuel storage, factories, etc.) to the Command Center.</p>	<p>Situational awareness. Eliminate surprises. Avoids confusion.</p>	<p>Primarily handled by Public Safety with venue operations contributions.</p> <p>Environmental surroundings, including adjacent facilities and nearby critical infrastructure, have the potential to</p>

<ul style="list-style-type: none"> • Specify persons to be notified and the order of notification • Broadest POSSIBLE dissemination should be made to the Unified Command • Review and test before each event to ensure contact numbers are correct 		<p>impact the venue, participants, and spectators so it is imperative to have awareness and monitor these areas.</p> <p>Keep staff informed.</p> <p>Ensure that the notification list remains current by updating for every event.</p>
<p>Public Information/Media Relations</p>		
<p>1. Designate and authorize the Public Information Officer (PIO) to respond to the media and general public in the event of an incident to establish a single authorized, authoritative voice.</p> <ul style="list-style-type: none"> • Consider establishing a Joint Information Center (JIC) to: <ul style="list-style-type: none"> ○ Coordinate messaging among event operations and all jurisdictions ○ Share news releases, questions and situational awareness ○ Share information and breaking news with media and the public through news releases, interviews and social media ○ Coordinate social media messaging ○ Speak with a single voice and avoid confusion 	<p>Deciding who will handle media/ information reduces what will be a very chaotic environment during an incident/crisis.</p>	<p>Try to use the most experienced individual, regardless of agency/organization who will be available on-site during the event who can speak authoritatively.</p> <p>This may require a collaborative effort since different organizations may have different rules and goals; consider a two-person team approach (one public and one private).</p> <p>The incident may dictate who will handle primary media contact.</p>
<p>2. Develop policies and procedures to advise the media and general public of the situation to defuse rumors and panic.</p>	<p>Avoid confusion and the appearance of un-informed chaotic reporting.</p>	<p>This should be a team effort.</p>

<ul style="list-style-type: none"> • Set up a media briefing area away from the UJOC Command/Operations Center and crisis area to deliver media briefings 		<p>May already be addressed in venue/agency's larger Information Management Plan.</p> <p>Keep media briefing away from the Command Center and crisis area to avoid congestion and prevent media from accidentally getting access to something or someone they should not.</p>
<p>3. Develop a procedure for reuniting family members in the event of an incident and communicating this information.</p>		<p>See GAME/EVENT DAY PLAN - Reunification</p>
<p>Intelligence and Investigations</p>		
<p>1. Intelligence comes in many forms; establish a plan for handling the collection, storage, sharing, and protection of information.</p> <ul style="list-style-type: none"> • Analyze existing, incoming, and developed information through sources, databases, social media, etc. to determine what information is of value to direct prevention, mitigation, and/or responses. • Ensure appropriate communication flow of intelligence to those who need to know. • Intelligence should also task out their needs for field information • Establish a program for staff/spectator situational awareness. 	<p>Knowledge is wisdom.</p>	<p>Include information from:</p> <ul style="list-style-type: none"> • Fusion Centers • Local law enforcement intelligence groups • FBI JTTF • HSIN/Tripwire access

<p>2. The primary law enforcement agency responsible for the event is the best choice for handling, logging, and/or protecting intelligence material, documentation, and maintenance/retention.</p>	<p>Legality, protection and maintenance.</p>	
<p>3. Local law enforcement agencies should consider the development and use of specially trained behavioral detection officers who have learned to read individual behaviors for clues of actions to come.</p>	<p>Special skills.</p>	<p>This is multi-dimensional and can be used in daily non-event operations.</p>
<p>Emergency Management (EM)</p>		
<p>1. Designate or identify an Emergency Manager. Responsibilities include the creation of plans to reduce vulnerabilities and to develop resiliency to cope with disasters. Emergency management does not avert or eliminate threats; instead, emergency management focuses on creating plans to decrease the impact of an incident.</p>	<p>Prevention and preparation. Failure to create a plan could lead to damaged assets, human mortality, and lost revenue.</p>	<p>All states, counties, and major cities have EM units that support events with FEMA resources. In some states, the DHS fills this role. Many venues today have their own Emergency Management Director. Conduct periodic tabletop and functional exercises with key partners.</p>
<p>Background Screening/ Credentialing/Accreditation</p>		
<p>1. Conduct a background check on ALL personnel that work in any capacity at an event/venue (paid or volunteer). 2.</p>	<p>Litigation liability protection.</p>	<p>See SP/TD. Hiring and Background Screening</p>

<p>Identify off duty/plain clothed LEOs attending the events</p>	<p>Identification of non-uniformed LEO</p>	<p>Direct off duty officers to enter through a designated gate</p> <p>Issue wristbands, pins, hats, etc.</p> <p>Capture name, seat location and photographs; share with UJOC.</p>
<p>VIP/Dignitary Protection</p>		
<p>1. VIPs/dignitaries require coordination between law enforcement and event operations due to their celebrity status and possible protective detail (often armed). VIPs/dignitaries present unique challenges whether as an entertainer or spectator. Often they will be associated with a sponsor, which adds another element of coordination. This includes transportation protection and an escort.</p>	<p>Pre-plan as a possible disruption.</p>	<p>If this is a requirement for the event, designate a coordinator.</p> <p>If any pre-broadcast of VIP attendance, extra precautions should be taken, based upon an intelligence assessment. Seating can present a challenge for the security team. They will generally have special seating.</p> <p>Traffic escorts can be problematic.</p> <p>Sometimes these VIPs are targets of protestors.</p>
<p>Unified Command/ Joint Operations Center (UJOC)</p>		
<p>1. Each venue must have a designated Unified Operations Center. This may be known as the Unified Joint Operations Center (UJOC), Emergency Operations Center (EOC) Multi-Agency Coordination Center (MACC), or simply the Command Center. The Unified Command Center serves as the primary command and control combining both operations and event management.</p>	<p>Particularly important to centralize communications when lacking interagency communications. Easier to keep everyone informed and on the same page.</p> <p>Reduces time to react and respond.</p>	<p>Make-up of the Unified Operations Center depends on the scope of the events and the number of different jurisdictions.</p>

<ul style="list-style-type: none"> • The Unified Command Center will coordinate information and resource deployment among event operations, local, regional, state and federal partners • Goals: <ul style="list-style-type: none"> ○ Common operating picture, provide timely and accurate situational awareness for emergency operations ○ Platform for effective multi-jurisdictional decision making ○ Coordination between Public Safety and venue operations ○ Provide timely and effective incident response and necessary resources ○ Coordinate intelligence and investigations ○ Coordinate recovery 	<p>Allows for easier and better coordination of conferencing.</p>	
<p>2. The Unified Operations Center should be staffed as a multi-agency/entity equipped facility by personnel to address all contingencies consistent with NIMS.</p> <ul style="list-style-type: none"> • The Unified Operations Center will maintain a cross-reference of all authorities and references (laws, regulations, decisions, etc.) 		<p>The Unified Operations Center tends to be more agency encompassing and inclusive of all relevant organizations.</p> <p>Coordinate opening the Operations center at least one hour before the opening of parking lots</p> <p>Many venues also co-locate facility management/maintenance personnel in the Command Center.</p>
<p>3. The alternate Unified Operations Center should be located outside the venue in the event that the primary Command Center has been evacuated or is not available for any reason.</p>	<p>Unified Command Center inside the event facility risks becoming part of the problem, not part of the solution, especially if key personnel are trapped</p>	<p>The heart of event operations.</p>

<p>It is important to have a CCTV view (with pan, tilt, and zoom capabilities) of the seating bowl/playing field as well as views from CCTV cameras in and around the venue.</p> <p>Communications capabilities should include landlines, cellular, HAM, satellite phone, venue extension phones, and direct lines/radio contact with law enforcement, fire department, EMS and other key officials.</p>	<p>inside or incapacitated due to the incident.</p>	<p>Video storage capability for a minimum of 30 days.</p> <p>Central point of communications.</p>
<p>• Venue Operations Center (VOC)</p>		
<p>1. A Venue Operations Center is recommended for observation and should be located within the venue, having direct view of the seating bowl/playing field. Communications capabilities may include a landline; venue extension phones, radio, cellular (redundancy) and contact information for law enforcement, fire department, EMS, and key team officials.</p> <ul style="list-style-type: none"> • This allows for rapid operational response for incidents and evacuation/sheltering-in-place/relocation monitoring • Should not contain key decision makers 	<p>Direct observation and rapid response.</p>	<p>A Venue Operations Center can be created and staffed as needed.</p>
<p>• Observation Posts</p>		
<p>1. Depending on venue intelligence, there may be any number of observations posts necessary to have enough visibility in various areas surrounding the event with direct connectivity to the Command Center (i.e. parking lots, transit hubs, etc.)</p>	<p>Sufficient staffing affords the greatest possible coverage of the facility and surrounding areas. Human observations posts augment camera coverage and provide real-time intelligence.</p>	<p>Whenever possible, skilled security staff or people who have been trained observers that have that sixth sense to recognize problems.</p>

		This is flexible and scalable to the needs and resources of the venue/event.
• Emergency Operations Center (EOC)		
<p>1. This should be the city/county facility that serves to backup/support the Command Center should the Command Center(s) become nonfunctional.</p>		<p>There should be partnerships and collaboration.</p> <p>This could also be an off-site EOC.</p>
<p>2. The EOC will require redundant communications (all forms).</p>		<p>Communications normally exist in a city/county EOC operated by Emergency Management.</p>
Blueprints, Maps, Diagrams, CAD, GIS		
<p>1. Gather all Blueprints/Computer Aided Drawings (CAD) of buildings/facilities, aerial maps, utilities, photographs and diagrams for planning, implementation strategies, and response should be located in the UJOC/Operations Center.</p> <p>Location directory/maps of:</p> <ul style="list-style-type: none"> • All ingress and egress points • All simulations • Electrical boxes and transformers • Emergency shelter areas • Emergency vehicle staging areas • Evacuation assembly points • Hazardous material storage areas • Life safety equipment (first aid, AEDs, fire control panel, fire alarm manual pull stations) • Fire standpipes 	<p>It is too late to try to collect/find these items during a crisis and it could mean the difference between life and death.</p>	<p>There are various Crisis Management Systems on the market that contain modules to enter/store/recall these for use and transmission to public safety units.</p> <p>FBI Law Enforcement Online offers a free event management system.</p> <p>Secure a copy of emergency contact information and critical documents (digital or hard copy) at off-site Command Center/EOC.</p>

<ul style="list-style-type: none"> • Rail lines • Transportation hubs • Utilities locations (and shut-offs) 		
<p>2. Make sure that copies, digital and/or paper, are maintained in the UJOC/Operations Center and are reviewed during planning sessions.</p>		<p>If digital, copies can be projected on screens and sent to smartphones.</p>
<p>3. Everything should be logged, dated for currency, and documented.</p>	<p>Litigation protection.</p>	<p>Conduct after-action review for lessons learned. Modify, and update plan accordingly.</p>
<p>Traffic Control and Parking Plans</p>		
<p>1. Traffic control and parking is a significant component. Develop a detailed plan for vehicular flow into and out of the venue/event property. Consider road closings, including staging and entry/exit of responding emergency vehicles.</p>	<p>Impact on local community.</p>	<p>This requires close collaboration with local, county, and/or state law enforcement and traffic planners from the Department of Transportation (DOT).</p> <p>Coordinate with vendor(s) who manage parking and traffic operations.</p>
<p>2. Plan and manage arrival/departure into and out of parking lots and how to divert from full lots to alternate parking.</p>	<p>Traffic/parking is one of the top issues with patrons.</p>	<p>Particular attention to this helps with patron satisfaction, as traffic and parking issues can be frustrating to patrons. Effective planning and deployment can serve to mitigate traffic and parking issues.</p>
<p>EOD/WMD/CBRN/Bomb Dogs</p>		
<p>1.</p>	<p>Anticipate and plan for response.</p>	

<p>The use and deployment of bomb dogs requires experts. The SMEs MUST be consulted for the event and develop a plan for dealing with and responding to incidents involving:</p> <ul style="list-style-type: none"> • Bomb threats • Bomb/explosives search/screening • Bombing/explosion • Suspicious packages/items – render safe • WMD (chemical, biological, radiological, nuclear) 		<p>Major cities/counties in the U.S. have these SMEs on staff; others rely upon the FBI, BATF, and the military for support.</p> <p>Establish a Threat Assessment Team to evaluate and provide advice on these types of incidents; FBI will assist.</p> <p>Form a relationship with local/state canine assets. Allow them to train at the venue so that they can become familiar with the venue layout and the operation.</p>
<p>Rapid Investigation and Tactical Response Teams</p>		
<p>1. Have sufficient specialty resources for investigation and tactical teams available on call for rapid activation or strategically located on site to respond to any incident as required.</p>	<p>Plan response and exercise.</p>	<p>Investigation and tactical teams are certainly scalable based upon threat and size of venue:</p> <ul style="list-style-type: none"> • For large venues, divide the venue into sectors to facilitate the pre-positioning, coordination and rapid response of investigative and tactical teams into these sectors. When establishing sectors include the Outer perimeter in the plan • A Sector Team Leader should be assigned for each • The Investigative Team members should work closely with the Intelligence Group to identify and mitigate any suspicious behavior • These teams should be available even if not onsite
<p>INCIDENT RESPONSE PLANS EP</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. The EAP needs to include response modules/plans for dealing with each of the subcategories covered in this</p>	<p>Pre-planned response capability.</p>	<p>Time is critical if an incident occurs; having the IC onsite reduces time to respond.</p>

<p>section, designating the on-site/response Incident Commander for each.</p>		
Fire and Rescue		
<p>1. Plans should address fire response at the venue/event. Consider staging staff and equipment. Staff should understand the various incident plans and be familiar with the venue.</p>	<p>Pre-planned response capability.</p>	<p>The plan will be scaled based upon the threat and size of the event.</p> <p>Need to know the location of water supply hook-ups and utility shut-offs.</p>
EMS/Medical		
<p>1. Due to the nature of the event, additional medical resources may be required on site. Consider staging staff and equipment. Staff should understand the various incident plans and be familiar with the venue.</p>	<p>Pre-planned response capability.</p>	<p>Medical resources will be scaled based upon the threat and size of the event.</p> <p>Prepositioned supplies and equipment can expedite care. Develop medical surge plans for mass casualty Incidents in coordination with local hospitals</p>
Terrorism		
<p>1. In today’s world, we must be vigilant for and develop both preventive measures and response capabilities in anticipation of a terrorist attack.</p> <ul style="list-style-type: none"> • Adopt the DHS “See Something, Say Something” program or similar programs that engage event staff, participants, spectators and the public 	<p>Court decisions have held that terrorism is a foreseeable act.</p> <p>Advertise “Hot Line” number, text or other social media platforms to report information.</p>	<p>The FBI can assist in planning for terrorism and can provide intelligence of potential threats to the venue/events.</p> <p>The threat environment is ever-evolving, and new threats of terrorism are being used by organized groups as well as lone wolves or violent extremists.</p> <p>Mass gathering events have become a target.</p>

Adverse Weather		
<p>1. The Severe Weather Plan should provide guidance, establish procedures, and assign responsibilities in adverse weather situations, which should include evacuation/shelter-in-place/relocation.</p> <ul style="list-style-type: none"> • Plan should consider the following: <ul style="list-style-type: none"> ○ Lightning ○ High wind to include a tornado ○ Heavy rain/hail or flooding ○ Snow or sleet ○ Heat stress ○ Severe cold or hypothermia • Review during briefings as applicable to the event • Practice, exercise and test staff for evacuation/shelter-in-place/relocation plans at least twice year • Test communications systems • Develop triggers for postponing, suspending and cancelling events so everyone knows the criteria 	<p>Severe thunderstorms, hail, high wind, tornados, lightning, flooding, snow, ice storms, extreme heat or cold and other adverse weather conditions can endanger life, destroy property, and hinder operations.</p> <p>Minimizing injuries and property damage are top priorities.</p>	<p>Essential to establish liaison with the National Weather Service, as they can assist in plan development.</p> <p>SEE G/EDP – Weather Planning</p>
<p>2. When a severe weather warning, tornado watch or warning, or flood warning is issued, then Evacuation/Shelter-In-Place/Relocation Plan should be implemented, as appropriate.</p> <ul style="list-style-type: none"> • Monitor weather closely for the two weeks before the event. If heavy snow and extremely cold or hot weather is predicted activate the Severe Weather Plan and consider cancellation 	<p>Protect life and property.</p>	<p>This will require extensive communications capabilities.</p>

<p>3. The planning for evacuation/shelter-in-place/relocation should be discussed. Identify the individual who will make the decision with partner(s) input.</p>	<p>Clarity.</p>	<p>Identify individuals by name.</p>
<p>4. Plan for temperature extremes of hot and cold; include medical response component.</p>		<p>EMS can assist with planning.</p>
<p>5. Heat Stress</p> <ul style="list-style-type: none"> • For heat stress, add fluid stations as replenishment needs will increase • Increase amount of ice to medical stations • As a precaution, have additional ambulances standing by • Identify areas where attendees can find relief from the heat • Pre-stage buses as cooling stations (during and after) 	<p>Prevention/protection.</p>	
<p>6. Severe Cold, Hypothermia</p> <ul style="list-style-type: none"> • Start communicating prior to the event the necessity to bring warm clothing • Identify areas where attendees can find relief from cold 	<p>Prevention/protection.</p>	

Infrastructure Failure		
<p>1. Plan for all potential utility/infrastructure failures that can impact the venue/event. Contingencies must be in place to address the failures and plan for recovery.</p>	<p>Reduce response/recovery time.</p>	<p>Coordinate planning with community and venue management team.</p>
Water/Sewer Main Break		
<p>1. Develop a Mitigation, Response, and Recovery Plan in place for water control/irrigation issues.</p> <ul style="list-style-type: none"> • Plan to have personnel from the water company on-call to respond as necessary. 	<p>Prevention/protection. Reduce response/recovery time.</p>	<p>Water control systems provide monitoring and management of water systems in buildings, typically consisting of a plumbing system and an irrigation system. The purpose is to more accurately and quickly detect leaks, respond to maintenance issues, and gather usage and trend data for planning and budgeting. Irrigation control also adjusts water usage as needed to conserve water and energy.</p>
Gas Leak		
<p>1. Plan to have personnel from the gas company on-call to respond as necessary.</p> <ul style="list-style-type: none"> • Have a Mitigation, Response, and Recovery Plan in place 	<p>Prevention/protection. Reduce response/recovery time.</p>	
<p>Sewer Break 1. Plan to have personnel from the Sewer company on-call to respond as necessary.</p>	<p>Reduce response/recovery time.</p>	

<ul style="list-style-type: none"> • Have a Mitigation, Response, and Recovery Plan in place 		
Electrical Power Failure		
<p>1. Develop and exercise a plan to deal with the complications from partial or total loss of power.</p> <ul style="list-style-type: none"> • Plan to have personnel from the Power utility company on-call to respond as necessary • Have a Mitigation, Response, and Recovery Plan in place 	<p>Reduce response/recovery time.</p>	<p>Electricians should work all events.</p> <p>Outages are often associated with adverse weather.</p>
<p>2. Venues/events should have generators/backup power to support life safety, critical communications, and emergency lighting.</p> <ul style="list-style-type: none"> • Develop scripts for power outages that are broadcast via PA, video boards, and social media • Cellular communications should have some backup capability for emergency communication • Establish emergency contacts with local power utility company for coordination and rapid response, if necessary 		<p>If the facility is WIFI equipped, it should be included on the list of items that the generator will power in the event of a power failure.</p>
Active Shooter		
<p>1. Develop and exercise a plan with local law enforcement to deal with an active shooter during an event and non-event.</p>	<p>Identifying and reacting to the active shooter threat.</p>	<p>Local police & FBI have SWAT capabilities to respond</p> <p>FBI and DHS offer programs to assist in developing plans.</p>

<ul style="list-style-type: none"> • Observation and surveillance (a combination of human and video) in and around the venue/event is essential • Have response teams pre-positioned at designated locations • Have the ability to place precision rifles teams elevated at various locations • Have officers visible 		<p>Intelligence is important.</p> <p>Collaborate with all of the first responder agencies in the area who would respond to avoid confusion.</p>
Aviation Incident		
<p>1. Plan should address an aviation accident, attack, or nuisance to include UAV/UASs that fly in or near the venue.</p> <ul style="list-style-type: none"> • Larger events should request a Temporary Flight Restriction (TFR) from FAA • Establish policies and develop plans to deal with UAV/UASs both curiosity and adversarial 	<p>Crashes or attacks.</p>	<p>The FBI and the NTSB will always oversee the scene.</p> <ul style="list-style-type: none"> • FBI: Scene and evidence collection • NTSB: Incident cause <p>Coordinate with local law enforcement.</p> <p>UAV/UASs, federal, state, and local laws will apply to their use/presence, and allowable interdiction methods.</p> <p>Document and refer UAV/UAS incidents to FAA.</p> <p>ALSO SEE: Unmanned Aerial Vehicle/Drones in EAP SECTION</p>
<p>2. Establish liaison with FAA and keep current contact information on file.</p>	<p>Invite an FAA person to your venue</p>	

Cyber Intrusion/Attack		
<p>1. Develop and implement a security plan for computer and information systems hardware and software. Include defined cybersecurity requirements for any hardware or software procured and installed for use at and by the management group/venue/event or other locations with critical links to the venues.</p> <ul style="list-style-type: none"> • Establish requirements for information access • Establish a policy that enforces strong administrator and user passwords; password expiration and renewal (no password reuse allowed) • Immediately cancel access for terminated, employees, staff, etc. • Implement data loss prevention programs • Backup data daily (weekly at a minimum) to prevent loss or lockout 	<p>Protect systems that have operations and control over various aspects of the venue.</p> <p>Protect PII and HIPAA information, to reduce liability and fines.</p>	<p>Many components of today’s venues are operated via cyber programs that control the components (i.e. HVAC, lighting, PA, video boards, etc.).</p> <p>The plan should also include public safety systems.</p> <p>Include Cyber intrusion/attack as part of your risk assessment.</p>
<p>2. Develop an Incident Response Plan to deal with an intrusion/attack/loss of data/Ransomware.</p> <ul style="list-style-type: none"> • Implement a forensic analysis following a cyber-attack that results in the theft of information, unauthorized access to systems, or disruption/destruction of systems 	<p>Reduces impact.</p>	<p>Immediately notify the FBI.</p> <p>Have an IT specialist on-site.</p>
<p>3.</p>	<p>Prevention/protection.</p>	<p>Safeguarding personal devices includes staff that connect via personal devices to the systems.</p>

Safeguard personal devices that connect to venue/event systems. Do so only under clearly defined and secured processes.		
4. Keep an accurate and current inventory of all venue/event-owned IT devices and users.	Prevention/protection.	
5. Define security requirements for third-party vendors or other non-venue/event personnel who will be granted access to IT systems.	Prevention/protection.	
6. Provide training on information security policies, procedures, responsibilities, and incident reporting to all employees that use or have access to the event/venue’s information technology systems. • Document training and testing, content, and attendees		
Maritime (if applicable)		
1. If venue/event is accessible by navigable waters, then marine patrol and life safety response capabilities should be considered to address criminal/terrorist incidents, accidents, or “boat-gating.”	Boats of various sizes can be used to deliver attacks. Drinking and boating can/will present issues.	Coast Guard and state wildlife agencies can assist.
Demonstrations/Civil Disturbance/Rioting		
1.		

<p>The Crowd Management Plan should include the response by venue/event security and local law enforcement to address planned and spontaneous demonstrations, civil disturbances, and rioting.</p> <ul style="list-style-type: none"> • Ensure sufficient resources are available or on-call • In today’s world it is very important to monitor social media for situational awareness 	<p>Consider radical protests/ demonstrations, competitor rivalries, alcohol consumption and celebratory rioting at or near venues. The potential exists for an isolated incident(s) to evolve into a major civil disturbance with personal and property damage.</p>	<p>Pre-planning is important to prevent an incident from getting out of control.</p> <p>Intelligence and advance information are essential to include social media monitoring.</p>
<p>2. The plan should address throwing objects on the playing surface/stage and/or at players/coaches/referees, as well as preventing fans from going on to the playing surface during and after the event.</p> <ul style="list-style-type: none"> • Assign security staff/law enforcement to escort and protect competitors and officials. 	<p>Protection of competitors/officials.</p>	<p>Assign separate officers to competitors/officials or entertainers.</p> <p>Arrest all violators as a deterrent.</p>
<p>3. Define arrest conditions and temporary detention as well as prisoner transport.</p>		
<p>Structural Collapse</p>		
<p>1. Identify and determine availability and the response time of internal or external resources (staff and equipment) when addressing a structural collapse.</p>	<p>To address structural collapse (includes temporary seating/bleachers).</p>	<p>The public safety response will usually be handled by the Fire Department.</p> <p>The cause of the collapse could be accidental or intentional. Also, consider that it may be a crime scene and a mass causality incident.</p>

<p>2. Consider construction materials used in the stands/bleachers and their current condition in response plan.</p>		This should also be addressed in the Risk Assessment.
Mass Casualty		
<p>1. Develop a Plan that addresses venue/event specific needs layout to address mass casualties/fatalities.</p> <ul style="list-style-type: none"> On-site staff need to be very knowledgeable of the mass casualty plan since many medical resources will be off-site and will need time to respond 	To address mass casualty incidents.	All cities/counties in the U.S. are required to have Mass Casualty/Disaster Plans, and therefore, the EAP should contain these Plans as an Annex. The city/county EMS Mass Casualty/Disaster Plan should be used as a template to facilitate preparedness and response planning for the venue. Plan should include on-site morgue capability.
<p>2. Enhance bleed control capabilities</p>	Minimizing loss of life due to significant blood loss	Strategically place bleed control kits in areas accessible to staff and attendees. Train public safety, staff, event security, and others.
<p>3. Pre-identify helicopter emergency landing zones</p>	Response organizations are aware of emergency landing zones prior to the need for one.	Pre-identify emergency landing zones for medical helicopters and share those locations with response organization prior to the event
Earthquake (if applicable)		
<p>1. If the venue is within an earthquake zone, prepare a plan to deal with the potential consequences.</p>	The magnitude of the earthquake will determine the property damage and casualties, which could overwhelm on-site resources.	Some other plans, such as Structural Collapse, Fire, and Mass Casualty, may be referenced to in this Plan.

		<p>Resources may be limited if the earthquake impacts the larger city/county area, since it will probably decrease or limit the resources that respond to the venue.</p> <p>Earthquakes are considered low frequency, but high impact.</p>
<p>2. The Plan should consider dealing with the consequences of damage to public utilities at the venue as well as disruption of public transportation.</p>		
<p>Evacuation/Relocation/Shelter in Place</p>		
<p>1. Develop an Evacuation/Shelter in Place/Relocation Plan for the venue that sets forth the <i>who, what, when, where, and how</i>.</p> <ul style="list-style-type: none"> • Develop with input from public safety partners and event staff • Review with Incident Command staff at public safety briefings • Prepare for all-hazards • Include a Traffic Management Plan for evacuation should it be required • Identify shelter-in-place in and around the venue 	<p>Life safety is the most important.</p> <p>Evacuation/Shelter in Place/Relocation Plan provides instructions and guidance on effectively addressing the safety of all individuals in attendance.</p>	<p>The first step is to define all the potential hazards and scenarios that could cause a partial or full evacuation or sheltering.</p> <p>Protective action planning should be based on a risk assessment that takes time, distance, and size of group(s) into account.</p> <p>Training Resource: NCS4 offers training for plan development and execution - <i>MGT-412: Sport and Special Event Evacuation Training and Exercise</i></p>
<p>2. Define all the potential hazards and scenarios that could cause a partial or full evacuation or sheltering.</p> <ul style="list-style-type: none"> • Identify the individual who will make the decision to relocate along with how it will be communicated 		<p>Making the decision to evacuate, shelter in place, or relocate during an incident is a complicated process and requires input from various entities knowledgeable in the, the size, distribution and condition of the spectators,</p>

		<p>participants, the hazard involved, and the anticipated response to that hazard.</p> <p>Evacuation planning should be based on a risk assessment that takes time, distance, density within given spaces, and size of group(s) into account.</p> <p>During events, ensure egress points are unlocked, exit routes are clear of obstructions, and event staff are posted in positions to direct people in a sheltering in place or evacuation movement.</p>
<p>3. Evaluate every potential location for shelter in place against all possible types of incidents to determine their ability to offer sufficient protection, along with the total number of individuals each area can safely accommodate.</p>		<p>During events post personnel at egress points and assure these remain unlocked for evacuation or sheltering movement.</p> <p>The length of time for sheltering-in-place will be a factor and must be considered.</p>
<p>4. The routes of travel need to be determined for full or partial evacuation, sheltering-in-place, and relocation.</p>		<p>All elements listed in column 1 should be included in Plan(s).</p> <p>Consider “what if” scenarios as they relate to closing various exits and rerouting. This is where simulation can be useful.</p>
<p>5. Event staff must be posted to control and expedite the movement of people during an evacuation, shelter-in-place, and relocation.</p> <ul style="list-style-type: none"> • Also, to reroute individuals if something changes 		<p>Staff have to be ready to direct patrons from their location to the next staff member or to the exit.</p>

<p>6. Conduct pre-event video presentations that includes the venue evacuation routes.</p> <ul style="list-style-type: none"> • This is also useful for training venue staff and public safety personnel (simulation software can also assist with this) 	<p>Training.</p>	<p>Consider using locally recognizable individuals such as athletes, coaches, community leaders etc. to narrate video.</p>
<p>7. Voluntary vs. mandatory—Time, conditions, circumstances, number of people, and the incident will dictate whether the action is voluntary or mandatory.</p> <ul style="list-style-type: none"> • Anticipate that an incident could occur that would cause panic resulting in a stampede mass evacuation; consider how to respond. 	<p>Unanticipated incident.</p>	<p>Unanticipated incidents are clearly the most dangerous of situations. Plan response of how to use the crowd flow, based on the environment (lighting) and methods of communication.</p>
<p>Hazardous Materials</p>		
<p>1. Have a plan for dealing with hazardous materials (i.e. fuels, propane, chemicals, fertilizers, sewage, and garbage).</p>	<p>These present likely incidents and exposure to hazardous materials could cause a mass casualty event.</p>	<p>The local fire department and emergency management services are great resources.</p>
<p>2. Material Safety Data Sheet (MSDS) must be available for all hazardous materials in the venue. Include contact information for assistance and maintain copies in the UJOC/Operations Center.</p>	<p>Knowing where to get the information is important. Avoid delays during a crisis.</p>	<p>Have a hazardous materials specialist (usually a fire fighter) on-site for large events. MSDS are available in digital or hard copy format.</p>
<p>3.</p>		

Address decontamination procedures and on-site capabilities. • Have a Decontamination Plan	Prepare.	Fire/EMS will most likely be responsible for and provide the equipment for decontamination.
4. Include procedures and security for fireworks and other pyrotechnics, if used during the event.	Potential for fire or explosion.	Must have a fire unit on-site. Provide security for the pyro upon delivery until deployed.
Bomb Threat/Suspicious Package/Detonation		
• Plan/Policy/Procedures		
1. Have a written plan that is part of the EAP dictating the criteria, roles/responsibilities, and identifies the individual who decides on an evacuation or not.	Prevention/protection.	FBI, DHS, BATF can assist in developing plans.
2. Make use of the Unified Command for assessment, decision process, and response.		Establish a Threat Evaluation Team. The FBI can assist.
• Records and Retention		
1. Ensure all incoming threats, whether telephonic or via other media, are properly recorded and preserved for at least two calendar years following the year in which the threat was received.		Local/state laws determine retention times. Check with legal counsel to determine length of time for retention of recorded documentation.
• Threat Checklist		
1. Use Bomb Threat Caller Checklist and train staff who may receive calls/texts.		FBI, BATF, and DHS can provide this.

<ul style="list-style-type: none"> • Install caller identification and/or coordinate phone call trap capability • Call may be via Voice Over Internet Protocol (VOIP) 		
<p>• Threat Assessment</p>		
<p>1. Create a Threat Evaluation Team that can be called upon when a threat(s) received.</p>		<p>FBI, BATF, and DHS can assist with this.</p>
<p>• Pre-Game Sweeps</p>		
<p>1. Create a program requiring employees to check their own work areas (white level search) daily for anything out of the ordinary.</p>		<p>White level search is an inspection by all staff of their respective workplaces for anything that is unusual, suspicious, or unable to be accounted for.</p> <p>If resources are available, conduct CBRN sweep.</p>
<p>2. Establish pre-event sweeps ideally a few hours before the event and keep controlled (lockdown) until gate opening.</p>		<p>Set a timeframe ahead of event for pre-scans/sweeps – this will be dependent upon the size of the venue, the threat intelligence, and manpower/dogs/equipment.</p> <p>Once sweep is complete, areas must be locked down. Venue should be sterile and can only remain that way if access is controlled.</p>
<p>• Handling Suspicious, Unattended and/or Abandoned Items</p>		
<p>1. Determine the need for Personal Protective Equipment (PPE) for employees (i.e. toxic material detectors, breathing apparatus, etc.).</p>		<p>Venues will rely on public safety personnel to respond and handle this.</p> <p>Review OSHA requirements.</p>

<p>2. Prepare a document on “How to Recognize and Handle a Suspicious Package or Envelope” and train staff.</p> <ul style="list-style-type: none"> • All letters, envelopes and packages should be handled in accordance with instructions set forth in the above document • The Plan should include the following: <ul style="list-style-type: none"> ○ Attempt to identify the owner by asking individuals located in proximity to the item ○ If the owner of the item is identified, return to assigned duties ○ If the owner cannot be located, remember the acronym HOT to evaluate need for further action: <ul style="list-style-type: none"> • H – Does the item appear to have been hidden? • O – Is the item overtly suspicious (wires, phones, etc.)? • T – Is the item typical for the area /type of event? ○ Inform Command Center/law enforcement officer or call 911 if it is a believable threat 		<p>Follow USPS, DHS, FBI or BATF suspicious mail and package best practices when preparing “How To” document.</p>
<p>3. Consider processing mail off-site, if possible.</p> <ul style="list-style-type: none"> • Any facility used for mail processing should have independent HVAC systems and alarms or 		

<p>monitoring systems that preferably have current or pending SAFETY Act approval</p>		
<p>4. Ensure all staff are trained on recognizing suspicious items and proper handling (protect the area and notify UJOC/Operations Center).</p>		
<p>5. Develop a plan on how to handle a “stop the bleed” situation. Establish a training program for staff to be able to respond to these incidents.</p>		<p>Contact local hospitals to train staff and what should be done in a “stop the bleed” situation.</p> <p>Look at the possibility of acquiring stop the bleed kits to be distributed across the venue.</p>
<p>• Memorandum of Understanding (MOU)</p>		
<p>1. Have in place a Memorandum of Understanding (MOU) for those augmenting resources to ensure that the resources will be available and will respond as needed.</p>		<p>For additional law enforcement (active shooter, riot), IT (computer/network failure), heavy equipment (structural collapse).</p>
<p>2. Ensure all MOUs address the need, the request, and the response of resources beyond the venue or community’s capabilities.</p>		<p>City/county/state emergency management can assist.</p>
<p>Public Transportation Incidents</p>		
<p>1. Develop a plan to address incidents that could occur with the various modes of transportation (bus, train, subway, ferry, etc.) that are used in close proximity to the venue/event.</p>	<p>Planned response.</p>	<p>For larger events, consider having a representative(s) in the Command Center.</p>

<ul style="list-style-type: none"> • Develop contingency plans for each transportation mode 		<p>For smaller events ensure contact numbers are available in case of an emergency.</p>
<p>Weapons of Mass Destruction (WMD)</p>		
<p>• Chemical, Biological, Radiological, Nuclear</p>		
<p>1. Develop a plan to address the response by the venue/event management team and external resources in the event of a WMD incident.</p>	<p>Preparation for a worst-case scenario.</p>	<p>WMD incidents by their very nature are mass casualty events and criminal or terrorist acts and therefore are crime scenes.</p> <p>FBI will take control.</p> <p>In addition, because of the magnitude of these types of incidents, a major public safety/emergency management response will be necessary.</p> <p>FBI and state emergency management can assist in planning.</p>
<p>2. Integrate Plan with the larger public safety/emergency management response plan.</p>	<p>Determine plan of action for in-between (arrival) time.</p>	<p>For rural or smaller communities, it may take longer for specialty units to arrive.</p>
<p>Fatality/Death</p>		
<p>1. Develop a plan to deal with on-site fatalities:</p> <ul style="list-style-type: none"> • Natural Causes • Accidental • Criminal 	<p>Manage brand reputation and ensure information is communicated sensitively and appropriately.</p>	<p>If the fatality is the result of criminal activity, event cancelation may be required as it could be considered a crime scene.</p> <p>Determine from the local medical examiner, whether he will be required to come to the scene before the body can be removed.</p>

<p>It is important to identify who will take the lead in the event of a fatality at the event. Determine when cancellation should be a consideration. Location will be a factor. Determine who will deliver the message.</p>		
BUSINESS CONTINUITY/DISASTER RECOVERY (BC/DR) EP		
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Venue/event should prepare a BC/DR Plan.</p> <ul style="list-style-type: none"> • Anticipate incidents that could cause the potential for evacuation/shelter-in-place/relocation at the venue 	<p>These should be addressed in Risk/Threat Assessment Plan.</p>	<p>Consider using local DHS Protective Security Advisor and Infrastructure Protection Program to assist. FEMA can also provide resources.</p>
<p>2. Identify security and safety needs for continuation, resiliency, and recovery.</p>		<p>Continuation, resiliency, and recovery would also be part of a mitigation strategy.</p>
AFTER-ACTION REVIEWS EP		
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. An After-Action Review (AAR) is an important component of the continued security and safety process. Conduct review after every event.</p> <ul style="list-style-type: none"> • WHEN - conduct the review as soon as possible after the event, optimally within 48 hours • WHERE - any comfortable, quiet location that can accommodate all key personnel around a table • HOW - using the Specialized Management Coordination Components (SMCCs) as a format for the review - obviously the primary input is verbal, 	<p>“Lessons learned” are important to continuous improvement.</p> <p>It is advantageous to capture the info while it is still fresh in everyone’s mind.</p> <p>This creates a relaxed environment.</p> <p>These are natural segments.</p>	<p>An AAR is essential to the process for improvement.</p> <p>Appoint a scribe to capture and document the information.</p> <p>Require AAR for exercise as well as actual events.</p>

<p>but the total review should include written reports, arrest reports, complaints, etc.</p> <ul style="list-style-type: none"> • WHO - key personnel who were in event management roles and those who headed up the SMCCs • WHAT - a written AAR draft report should be prepared with an analysis of the information obtained. The AAR should be provided to all meeting participants to review for completeness, accuracy, and to provide additional feedback. 	<p>Collect input from key personnel and those under them to gather input from all staff levels.</p>	
<p>2. After the review is completed, the final AAR should be provided to the participating groups with a list of recommendations. A copy should be provided to all participating entities.</p>	<p>Document process and lessons learned.</p>	<p>Review what was done right and what needs improvement and take corrective action.</p>
<p>3. Incorporate results of the AAR back into the planning cycle (i.e. what to keep, what to change, how, and why changes should be made).</p>	<p>True value of the process.</p>	<p>After-action plans for reoccurring events should be documented and included in the next year's risk assessment.</p>

Routine Non-Game Day Operations

SECURITY		RNGDO
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have procedures in place to <i>detect, deter, delay, and respond</i> to criminal acts, terrorism, or sabotage.</p> <ul style="list-style-type: none"> • These should include: <ul style="list-style-type: none"> a. Routine equipment inspections for tampering b. Awareness training c. Restricted access to sensitive areas 	<p>To protect 7 X 24 X 365.</p>	<p>Develop a Crime Prevention Program and educate venue staff.</p> <p>Develop safety and security as a priority mindset.</p> <p>Bring departments and groups who regularly use the facility to the table. Include all levels of staff.</p> <p>Assure accountability when safety or security procedures are not followed.</p> <p>Provide annual event-based colleague training, including:</p> <ol style="list-style-type: none"> 1. See Something, Say Something 2. Active shooter 3. Suicide bomber 4. IED 5. VBIED 6. Signs of suspicious behavior 7. Restricted areas 8. Credentials 9. Workplace violence 10. Weapons-free workplace
<p>2. Conduct an assessment of the security for venue and implement corrective measures as necessary.</p>	<p>Must ensure that the venue is adequately protected during non-game/event day</p>	<p>The assessment may be accomplished through a partnership with local law enforcement, state/federal</p>

	<p>operations. Educate staff to take security seriously. Everyone is responsible for security.</p>	<p>resources, or private contractors. Security levels can be based on various factors (i.e. time of day, day of the week, type of event, etc.)</p> <p>Security technologies are a force multiplier if effectively used and monitored.</p> <p>Consider using representative(s) from other end user groups such as operations, facilities, emergency management, etc.</p> <p>Security levels can vary based on the time of day, occurring events, etc. Range from total lock down, public access by guided tour only.</p> <p>Utilize best practices such as Crime Prevention Through Environmental Design (CPTED).</p>
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ACCESS CONTROL	RNGDO
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<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Conduct a venue/event security assessment and implement access controls if necessary. The facility should have documented and implemented controls including visitor identification, escort and access control procedures, etc.</p>	<p>Controls access to the venue and when. EVERY individual who enters the venue should be screened including his or her belongings.</p>	<p>Technology may be used in lieu of personnel.</p> <p>Implement strong access controls for:</p> <ul style="list-style-type: none"> • Offices • Locker rooms • Training facilities • Utility rooms <p>Access control measures may/should include:</p> <ul style="list-style-type: none"> • Visitor identity verification (Government ID) • Temporary badging • Escort by appropriate personnel • Screening of individuals and belongings

		<p>Couple access control system with cameras to address issue of unauthorized persons following others through access point.</p> <p>Identify the best solution for all; include IT, Access Control Center (this should be a collaborative approach).</p> <p>Identify limited point(s) of entry.</p> <p>Require hard credentials.</p> <p>Provide formal training and incentivize staff.</p>
PARTNERSHIPS		RNGDO
<p>1. Establish and maintain partnerships with the community, surrounding businesses and vendors.</p>	<p>Collaboration.</p>	<p>Focus should be on communications and collaboration with those who live and work near the venue/event. Consider inviting community partners to participate in venue exercises.</p> <p>Consider formalizing an events committee.</p> <p>Agree upon known de-confliction dates.</p>

Staff Performance/Training and Development

RECRUITMENT AND RETENTION OF PERSONNEL			SP/TD
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
Staff Positions			
<p>1. Personnel (full time employees, event staff, volunteers, etc.) that are properly screened (background checks), trained, equipped, and motivated are the keys to a successful safety and security program.</p> <p>The following should be done before recruiting/selecting /hiring:</p> <ul style="list-style-type: none"> • Identify position (supervisory vs. subordinate positions) • Prioritize staffing needs • Develop organizational/personnel structure <ul style="list-style-type: none"> ○ Define roles and responsibilities • Identify special skills (certifications) <ul style="list-style-type: none"> ○ EMT ○ Communication <ul style="list-style-type: none"> ▪ Fluent in other languages ○ First Responders ○ Computer skills ○ Forklift ○ Rigging 	<p>The proper hiring, training, and staffing of the venue and event is extremely important.</p> <p>Because all employees will have some effect on safety or security, whether that is their main function/role or not.</p> <p>Consider hiring additional third-party vendors as a back-up plan.</p>	<p>Proper screening must be done but is scalable based upon venue size. The threat, intelligence, and history can be determined by a risk/vulnerability assessment.</p> <p>Most of these practices are applicable to both employees and volunteers.</p> <p>Individuals with customer service skills are a plus.</p> <p>Consider recruiting law enforcement, military, fire, and the Department of Corrections applicants.</p>	
2.	Sufficient personnel to adequately address safety and security.		

<p>Maintain an adequately sized, equipped, and trained safety/security force based upon venue/event and risk assessment.</p>		
<p>3. Create staff Performance Management Plans, as they are a valuable tool for staff development that would:</p> <ul style="list-style-type: none"> • Clearly communicate goals, objectives and expectations • Allow staff to perform self-evaluations • Utilize a spreadsheet for event comments on staff and incorporate into annual/season plans • Identify individual short- and long-term goals • Utilize strong skills and develop weaker skills 	<p>Continual evaluation and improvement.</p>	
<p>3. Document exercises, indicating the scope and duration, names of personnel who participated, actions for improvement and recommendations for plan modifications.</p>	<p>Liability protection.</p>	
<p>4. Consider creative ways to establish a cadre of safety and security personnel.</p> <ul style="list-style-type: none"> • Develop a cadre of staff that can handle all events • Reward positive behavior 	<p>Addresses high turnover.</p> <p>Easier to train and maintain.</p> <p>Much more cost effective from a training/consistency standpoint.</p>	<p>Contracting is one possibility.</p> <p>Select – Train – Test – Deploy.</p> <p>Since money/pay is not always a big factor for recruiting and retention keep it interesting and exciting by finding ways to offer staff unique opportunities/rewards.</p>
<p>5.</p>	<p>Volunteers are not an option for all venues.</p>	

<p>When using volunteers in a crowd management role, establish a Volunteer Director to actively manage this pool of workers.</p> <p>Ensure familiarity with state laws regarding volunteers along with FLSA guidelines.</p> <ul style="list-style-type: none"> • Make sure there are clear roles and responsibilities as well as: <ul style="list-style-type: none"> ○ Number of volunteers in any area will determine amount of supervision/span of control (1 to 8 is optimal) ○ Plan for attrition/no shows (example – 15%), continue to monitor performance and adjust ○ Establish volunteer communications – both directions ○ Create a volunteer application process – selection is important ○ Survey volunteers for special skills <ul style="list-style-type: none"> • Languages, EMT/CPR certifications, volunteer event experience ○ Seek law enforcement /military/first responder experience • The language that is used in volunteer job descriptions or application process must be appropriate <ul style="list-style-type: none"> ○ Try not to have volunteers do the same job as paid employees • Create a Safety and Security Volunteer Handbook - keep it as brief as possible and include pictures (short and simple) <ul style="list-style-type: none"> ○ People can lose interest and feel overwhelmed if there is too much information ○ Update this each year, if necessary 	<p>Coordination and management of volunteer staff.</p>	<p>Volunteers can be a huge force multiplier if effectively trained, managed, nurtured, and inspired. They can also be the source of major headaches if not.</p> <p>If using volunteers, the Volunteer Director is an <u>important</u> position, so hire carefully.</p> <p>Do not look for people just to fill openings, look for a cadre upon which to build a team.</p>
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<p>6. Reward positive behavior and exemplary performance as it encourages more of the same and establishes loyalty.</p>	<p>Helps with retention and positive attitudes.</p>	<p>Various types of recognition have been found to work:</p> <ul style="list-style-type: none"> • Acknowledgement (oral and written) • Merchandise • Service pins • Gift cards/prizes • Event tickets for relatives • Prime parking
<p>TRAINING OF PERSONNEL</p>		<p>SP/TD</p>
<p>1. Create relevant training programs that are required for all personnel.</p> <ul style="list-style-type: none"> • Include training for executive level team • May wish to establish a Shadow Program -- in order for someone to move around/up in the event organization they must first find someone to replace them, that person has to have shadowed them and be vetted in order for them to take over the position • Establish a Mentoring Program for on-the-job training of new or replacement personnel 	<p>Training and testing (verbal or written) of staff is extremely important.</p>	<p>NCS4 offers multiple training programs both online-based, classroom, and seminars.</p> <p>NIMS/ICS training from FEMA at 100, 200, 700, 800 levels. Training should be conducted prior to every event (i.e. on event day before gates open).</p> <p>Conduct annual training of all staff. Test or quiz (verbal or written) staff to determine the effectiveness of training. Challenge staff during the season with questions. Encourage staff to review policy and procedures on a regular basis.</p> <p>Virtual or online training program apps are recommended. This training delivery method is especially effective to reach executives.</p>
<p>2. Specify basic training requirements.</p>	<p>Specialized training.</p>	<p>Consider handouts, online modules, or classroom presentation.</p>

<ul style="list-style-type: none"> • Create a catalog of needed skills and required training to include guest relations, problem-solving, conflict resolution, and basic security procedures (i.e. access control, situational awareness, screening, etc.) • Offer CPR/AED training for everyone 		<p>Have new staff go through field training prior to start of season.</p>
<p>3. Set-up periodic refresher training for full-time and event staff, at least annually.</p>	<p>Things change; programs and personnel need to stay current.</p>	<p>Document training and testing.</p>
<p>4. Hold annual training for security personnel on proper screening and inspection techniques for patrons and their belongings. Maintain training and test records.</p> <ul style="list-style-type: none"> • Annual security awareness training of non-security staff such as ushers, food service personnel, and others must also be conducted, with a record of training maintained • Conduct assessments to evaluate awareness and compliance • Conduct cross training and rotate positions 	<p>Regular documented training.</p>	<p>Consider hosting lunch and learn programs throughout the year and invite different speakers/trainers.</p> <p>NCS4 offers security awareness training online.</p>

LEADERSHIP AND DEVELOPMENT TRAINING **SP/TD**

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Develop, implement, and maintain an effective staff training/learning program that covers training ALL full-time staff and event supervisors.</p>	<p>Will help with employee retention.</p> <p>Leadership development, empowerment, etc. of staff</p>	<p>Include decision-making, leadership, communication, and human resources issues in leadership and development training.</p>

<p>Make sure to develop and implement a leadership training program to ensure new supervisors have a basic understanding of how to lead a team of people.</p>		
<p>2. Document ALL training and retain these records in paper and/or digital format for at least 5 years or as required by state law.</p> <ul style="list-style-type: none"> • Training records should include: <ul style="list-style-type: none"> a. Date and location of training b. Time of day and duration of each session c. A description of the training d. Name and qualifications of the instructor e. List of attendees and their signatures f. Results of any evaluation or testing 	<p>Good records retention policy.</p>	<p>If contracting services, the third-party vendor or service provider contract should require documentation of training and testing records for those individuals working the venue(s) including elements a – f.</p>
<p>3. Document ALL drills/exercises and retain these records in paper and/or digital format for at least five (5) years or as required by state law.</p> <ul style="list-style-type: none"> • Exercise records should include: <ul style="list-style-type: none"> a. Description of drill/exercise b. Date held c. List of participants d. List of equipment tested or employed in the exercise e. Name(s) and qualifications of the exercise director(s) f. Any lessons learned to improve planning and response g. Involve senior leadership 	<p>Good records retention policy.</p>	<p>If contracting services, the third-party vendor or service provider should provide documentation of training records for those individuals working the venue(s), including elements a – f.</p>

Continuous Improvement Cycle		
<p>1. Establish a Continuous Improvement Cycle program.</p>	<p>Keeps staff motivated, increases their desire to learn, and help improve job performance.</p>	<p>Consider doing this multi-venue or on a regional basis.</p> <p>The cycle of continuous improvement assesses the Sport Event Security Management System, which needs to remain up-to-date, continuously improves, explores innovative strategies, and utilizes current technologies.</p> <p>The four processes are: Risk Assessment Training Exercises Validation and Recommendations</p> <p>The elements of the SESA Continuous Improvement Cycle are: PLAN DO- implement, plan rehearse, exercise STUDY/CHECK – review processes and results ACT – take corrective action</p>
<p>2. Establish a Continuous Improvement Inventory of metrics for venue safety/security and incident management systems.</p>		<p>NCS4 has a list of suggested metrics.</p>
<p>3. Establish a program to reward positive behavior/execution/practice of what they have learned.</p>	<p>This keeps staff motivated.</p>	
Succession Planning		
<p>1.</p>		

<p>Establish a succession plan and train people so that they can step in and assume a key role if/when needed.</p> <ul style="list-style-type: none"> • Something must be prepared to allow for replacing key positions within the event. Whether it is cross training or simply putting a “Bus Binder” together clearly listing all operational functions of the event. A Bus Binder should be so complete that it can be handed to someone that is brand new to the event and he/she could take the information and have a great starting place 	<p>Proper planning. Prepare for departing personnel, either through choice or accidental departure (i.e. death).</p> <p>Event folders must be meticulously prepared for every event. It allows successor to fully understand event preparation and execution.</p>	<p>The larger the event, the more critical this process becomes.</p> <p>Create a share drive to contain historical documents from past events, including but not limited to EAPs, ops plans, after action reports, etc.</p>
<p>2. Have staff record what they know and how they accomplish their goals (an Operational Manual that is done over time).</p>	<p>Gives successor the ability to get up to speed quickly.</p>	

STANDARDS AND CERTIFICATIONS	SP/TD
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<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Adopt standards and seek certifications for venue and security staff involved in safety and security roles, as well as other event day positions.</p>	<p>Improves performance.</p> <p>An uncontrolled, unregulated environment allows for a lack of consistent, recognized norms for successful safety and security management. This can also reduce insurance and help in any adverse litigation.</p>	<p>NCS4 offers standards and certifications including the Sport Event Secure Aware (SESA) venue assessment, Certified Sport Security Professional (CSSP) and Certified Sport Venue Staff (CSVS) programs.</p> <p>Identify what certifications are important to the facility based on cost/benefit analysis, coordination with 3rd party contract security, industry and state standards/laws</p> <p>Adopting these Best Practices helps this process.</p>
<p>2.</p>		<p>May be verified by entity or department.</p>

<p>Check staff certifications, verify and document staff are qualified for their position or have any special skills, i.e. nurse, doctor, paramedic, have foreign language skills or a CSSP, etc.</p>		
<p>HIRING AND BACKGROUND SCREENING SP/TD</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Conduct a background check on all personnel working in ANY capacity in the venue.</p> <ul style="list-style-type: none"> • Understand privacy issues regarding employment, interviews, and records • Ensure that background checks follow state and federal laws • Ensure hiring standards and process are legally defensible 	<p>Past issues have arisen when non-screened persons are placed in roles interacting with the public such as, convicted pedophiles in contact with minors, convicted thieves handling money, past DUI offenders working in alcohol concessions or driving shuttle buses/trams, persons convicted of anger management violence working in security roles.</p> <p>These project a poor image and reflect badly upon the venue/institution. They also create a legally indefensible position.</p>	<p>NCS4 offers a cost-effective certification program that includes background checks.</p> <p>Programs are available and can be developed to allow potential employees or volunteers to obtain and pay for background checks.</p> <p>Include background check requirements in any agreements for contracted staff (i.e. security, parking attendants, concessions, etc.).</p> <p>Include background check requirements in any agreements for contracted staff such as security, lot staff, gate attendants, concessions</p> <p>Utilize a third party solution that can report multi state, multi offender once an originating agency identifier (ORI) is obtained.</p> <p>ALSO SEE CDM SECTION Ticketing and Credentialing EAP SECTION</p>
<p>2.</p>		

<p>Ensure personnel meet certain basic skills based upon the roles and responsibilities of their job.</p> <ul style="list-style-type: none"> • Use an online application process • A job-related test can assist in evaluating candidates 	<p>The right people for the right position.</p>	<p>NCS4 can assist in defining job skills.</p>
<p>3. Ensure personnel meet basic social communication skills/image (dress), including foreign language skills, as they will be interacting with patrons/customers.</p>	<p>Image, brand protection.</p>	

THIRD PARTY CONTRACTS			SP/TD
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Specify all details of required expectations of performance, roles, skills, qualifications, certifications, and measurements/metrics in contracts.</p> <ul style="list-style-type: none"> • Set high standards and hold the contractor(s) to those standards – ensure the contractor(s) know the standards when they apply/compete for the contract • Include wording in the contract that third party contractors should sub out to another licensed and qualified security company if they are greater than XX amount short as determined by the venue at 48 hours before the event. Conduct due diligence on potential contractors • Require references and check the references • Work with venue administration to ensure purchasing rules and procedures are in compliance 	<p>Set expectations, standards, knowledge and performance.</p> <p>To avoid poor contractor performance and legal issues later.</p> <p>Ensures that third party contractors will come the event with a full staff and works a Plan B into the contractor to help them meet their numbers.</p>	<p>Make sure to specify exactly the <i>who, what, when, where</i> and <i>how</i>; if there is a dispute the venue will have the legal basis to hold them accountable.</p> <p>Be specific regarding contract items. List training requirements, uniform, code of conduct, etc. as part of the contract.</p> <p>Create policies that the contractor contacts you at the 48 hours mark and you have the opportunity to approve their subcontracting activities.</p>	

<p>2. Obtain documentation for third-party vendors on an annual basis:</p> <ul style="list-style-type: none"> • Proof of background checks • Proof of liability insurance/bonding • Proof of workers compensation insurance 	<p>To protect the organization.</p>	<p>Maintain copies of this documentation.</p>
<p>3. Integrate third-party contractors into planning, training, and Unified Command structure.</p>	<p>Avoid “us and them” as it will be defeating.</p>	<p>They should participate in exercises.</p>
<p>4. Ensure that security staff employed at the venue, who are not active law enforcement personnel are licensed and/or certified by a state regulatory body where licensing and certification is required or available.</p>	<p>Comply with laws.</p>	<p>Keep track of licensing and certification renewals to ensure they remain valid/current for contract services. If not, it may invalidate insurance coverage.</p>
<p>5. Ensure contracted staff is given venue familiarization/orientation and understands policies and procedures.</p>	<p>Staff cannot help patrons if they do not know the layout of the venue.</p>	<p>Familiarization of policies and procedures is important for effective incident response, as well as customer support.</p>
<p>6. Assign a supervisor to observe and evaluate overall staff performance during the event.</p>		<p>Provide feedback to contractor.</p>

RELATIONSHIP BETWEEN THIRD PARTY/LAW ENFORCEMENT/EVENT ADMINISTRATION SP/TD

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Schedule meetings between all parties to facilitate coordination and an understanding of each other’s roles and responsibilities.</p> <ul style="list-style-type: none"> • This should occur every time any party and/or venue changes 	<p>Eliminate potential friction.</p>	<p>Include in post orders.</p>
<p>UJOC/SOC/EOC OPERATIONS SP/TD</p>		
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Staff and train sufficient personnel to effectively operate the venue/event UJOC/Operations Center on event and non-event days.</p> <ul style="list-style-type: none"> • Should be staffed by experienced/knowledgeable personnel 	<p>Heart of venue/event operations.</p>	<p>Exercises are important to training staff.</p> <p>See EAP for description.</p>
<p>2. Train personnel working in UJOC/Operations Center and conduct exercises on a regular basis to test their knowledge and abilities.</p> <ul style="list-style-type: none"> • Prepare documentation setting forth what they need to know 	<p>This is important because on events days there are many different groups providing their expertise.</p>	<p>Training and exercises may vary due to the size of the venue and complexity of the events, but they should be conducted nonetheless.</p>
<p>3. Of great importance is co-location of public safety (law enforcement, fire department, EMS), private security/contract security, dispatchers, facilities</p>	<p>Contributes to a smooth operation through Unified decision making.</p>	

<p>management and event day management in the UJOC/Operations Center.</p>		
POST ORDERS		SP/TD
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. For all events (regardless of size), prepare and employ post orders for all staff (full-time, part-time, contract, volunteers, etc.).</p> <ul style="list-style-type: none"> • Make post orders available in both printed and electronic (digital) format • Post orders should be simple, such as in a bulleted format, and on laminated cards for each staff member 	<p>Assists event day staff (i.e. part-time, seasonal, volunteer and third-party contractors) with their role, responsibilities, methods of communication and EAP.</p>	<p>Post orders should be simple and highlight the following:</p> <ul style="list-style-type: none"> - Job Title - Area of Responsibility - Time of Shift - Who they report to - Specific tasks/responsibilities - Procedures of emergency actions and incident management - Notification protocols <p>Consider creating a numbering system to keep track of which orders correspond to which positions. For static positions, label these roles on a map.</p> <p>Post Orders can be simple, such as in a bulleted format, on laminated cards for each staff member (full-time, part-time, volunteer or contract).</p> <p>There are multiple solutions that are computer and app based to assist with EAP production and can replace paper post orders and EAPs.</p>
<p>2. Post Orders should include post description, role, responsibility, communication, emergency procedures, equipment for that post and map/diagram.</p>	<p>Clearly document guidelines, responsibilities, and protocols.</p>	<p>Create an easy to read Handbook outlining all protocols and policies that staff must adhere to in the execution of their role.</p> <p>Include:</p>

<ul style="list-style-type: none"> • Create an Events Handbook that clearly explains expectations, rules, and guidelines. 		<ul style="list-style-type: none"> • Uniform and identification • Code of conduct • Policies for handling and reporting incidents • Job responsibilities • Customer service guidelines • Basic event information <p>Ensure that the Handbook is included as part of staff training, is distributed far enough in advance for staff to digest and comprehend. Consider a digital version.</p> <p>Consider printing game day information sheets or post orders on bright (neon) colored card stock so that item can be used as a target for public safety spotters.</p>
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EQUIPMENT AND RESOURCES FOR EMPLOYEES **SP/TD**

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Ensure staff has the necessary tools to perform their tasks and are trained in using them.</p>	<p>Properly equipped and trained.</p>	<p>Tools should include:</p> <ol style="list-style-type: none"> a. Radio b. Cell phone/smartphone c. Pen and paper (small notebook) d. Flashlight e. Guide/Handbook f. Staff credential g. Post orders h. Emergency procedures i. Evacuation/Shelter-In-Place/Relocation Plan <p>Provide ear-piece for portable radios, important in loud noise conditions.</p>

<p>2. Consider using an event software program that assists in managing all event staff and vendor information. These systems enable direct contact with individual staff, participants, vendors, and sponsors with one simple email or a touch of a button.</p>	<p>Get information out and save time.</p>	<p>Various venue/event information management systems exist.</p>
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TEAM BUILDING	SP/TD
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<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Private Security and Law Enforcement		
<p>1. If contracting private security establish boundaries, accountability, and partnering with law enforcement and in-house venue staff.</p> <ul style="list-style-type: none"> • Establish expectations in contract and/or MOU 	<p>Eliminate an <i>us v. them</i> environment and finger pointing if something goes wrong.</p>	<p>Exercises can foster this process.</p> <p>Consider having team or venue logo on all uniforms to foster a team mindset across all staff</p>
<p>2. Plan and train together to help build a team approach.</p>		<p>Provide an annual training session</p>
<p>3. Lead by example and teach supervisors to do the same.</p>		
Rewards		
<p>1. Reward positive behavior and exemplary performance as it encourages more of the same and establishes loyalty.</p>	<p>Helps with retention and positive attitudes.</p>	<p>Various types of recognition have been found to work:</p> <ul style="list-style-type: none"> • Acknowledgement (oral and written) • Merchandise • Service pins

		<ul style="list-style-type: none"> • Gift cards/prizes • Event tickets for relatives • Prime parking
EXERCISES		SP/TD
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Plan and conduct exercises of all plans on an annual basis.</p> <ul style="list-style-type: none"> • The plans should be exercised on a regular basis to ensure the plans meet current conditions and that all will respond accordingly • Remember that the event can serve as an exercise • Designate a knowledgeable person to document observations (i.e. what worked, what did not work, etc.) 	<p>Exercises are extensive operations or maneuvers, intended to train personnel, assess capabilities. Evaluates knowledge and skill.</p> <p>Exercises have many benefits:</p> <ol style="list-style-type: none"> Reduces problems, mistakes or omissions that can occur during an actual crisis Time spent producing and participating will pay off when a crisis occurs Helps eliminate “it can’t happen here” attitude Teach venue executives the complexity of preparedness and decision making during crisis situations 	<p>Exercises are scalable. There are four main types:</p> <ul style="list-style-type: none"> • ORIENTATION <ol style="list-style-type: none"> Provides overview of plan Familiarizes participants Use with new plan or team members Informal, easy and low stress Planning cycle 30 days, duration 1 hour • TABLETOP <ol style="list-style-type: none"> Scenario in narrative format Practices team building and problem solving Addresses one issue at a time Somewhat detailed with a medium stress level Planning cycle 2-3 months, duration 2-4 hours • FUNCTIONAL <ol style="list-style-type: none"> Simulates scenario as realistically as possible Short of mobilizing personnel, equipment and resources to an actual site Evaluates specific functions Typically detailed with high stress level Include drills on response and rally points for specific issues (i.e. protests, evacuation) Game type of drills can be creative and effective in reinforcing basic skills Planning cycle 6-8 months, duration 4-6 hours • FULL SCALE

		<ul style="list-style-type: none"> a. Deploys personnel, equipment and resources to a specific venue b. Evaluates operational capabilities in an interactive manner c. Facilitates communications and coordination across organization and public and private sector d. Very detailed with high stress level e. Planning cycle 8-12 months, duration 6-8 hours + <p>NCS4, FBI, and DHS offer exercise services.</p>
<p>2. Employ exercises to test plans, implementation, and execution.</p> <ul style="list-style-type: none"> • Conduct annual tabletop exercises and full-scale exercises. Ensure that a gap analysis is done following each exercise and that recommended changes are implemented. 	Testing, reinforcing and correcting	Personnel must be aware of plans prior to exercise.
<p>3. Invite law enforcement to conduct training in your venue(s).</p>	Increase law enforcement’s familiarity with your venue’s footprint and layout.	Law enforcement can train in the venue (e.g., active shooter, evacuation, etc.).
<p>4. Document exercises, indicating the scope and duration, names of personnel and organizations who participated, actions for improvement, and recommendations for plan modifications.</p>	For litigation purposes, lessons learned and improving future exercises.	

Sport Facilities Design/Environment

DESIGN (Overall)		SFDE
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Security/law enforcement and safety/fire should have a seat at the table during the design phase for sports venue construction or renovation.</p> <ul style="list-style-type: none"> • Includes new construction, operational improvements, renovations, additions, and when facilities are used for events other than which they were originally designed. • Visit other facilities to compare and contrast 	<p>Security/safety is an important part of the design phase to ensure operational, technological, and the fan experience are considered.</p>	<p>Security/law enforcement and safety/fire offer an important perspective.</p> <p>“You do not get what you EXPECT, you get what you INSPECT.”</p>
DESIGN (External)		SFDE
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Perimeter Control		
<p>1. Employ Crime Prevention Through Environmental Design (CPTED) where applicable.</p>	<p>The proper design can be aesthetically pleasing and provide a safe and secure environment.</p>	<p>Recent world events have pushed the perimeter outward.</p> <p>Use SAFETY Act Certified vendors and technology whenever possible.</p>
<p>2. Strongly consider building permanent concrete/steel barriers (knee high to chest high) that complement the design of the venue.</p>	<p>Venue design can be used to effectively direct the flow of patrons.</p>	<p>These barriers can also be used as design elements (i.e. benches, planters, statues, monuments, elegant bollards,</p>

		and raised plaques commemorating past accomplishments, etc.). Use SAFETY Act Certified vendors and technology whenever possible.
3. Design parking and tailgate areas that complement the design of the venue and offers, not only quick ingress and egress, but safety and security as well.		Traffic and parking have become an area of great concern. Consider safety and security, and the fan experience when designing parking and tailgating areas.
DESIGN (Internal – Arena/Stadium)		SFDE
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Pedestrian Flow		
1. Design wide, unobstructed ramps, walkways, and concourses in and around the seating bowl. • Wherever possible, ramps should be used in place of stairs	This is less stressful on patrons and allows for efficient crowd egress in the event of an evacuation. This allows access for wheelchairs and small vehicles.	Wide areas within the bowl can also provide areas for sheltering-in-place.
2. Consider the positives and negatives of elevators and escalators during design. POSITIVES • Great when in good working order and maintained – patrons like them • Quick people movers especially unloading NEGATIVES	Keep pedestrian flow simple or at least plan realistically for alternatives.	Computer simulations can help demonstrate various implications of pedestrian movements through different modes and under different conditions. Ramps often offer an alternate solution.

<ul style="list-style-type: none"> • Power outages, maintenance, and repairs • Force patrons to use alternative routes when they are inoperable or shutdown (i.e. evacuation and power loss) • Not typically available for evacuation 		
<p>3. Consider crowd management issues for evacuation/shelter-in-place, queuing, etc.</p> <ul style="list-style-type: none"> • Consider pedestrian space and flow around entrances and screening operations • Consider patrons with special needs 	<p>Pre-plan for all conditions.</p>	<p>Pay close attention to the areas immediately adjacent to exits where people will go or mingle during an evacuation/sheltering- in place/relocation.</p> <p>Remove chokepoints.</p>
<p>4. Consider using visual aids (i.e. video/electronic signage) to direct patrons.</p>	<p>Informs patrons.</p>	<p>Newer technologies such as electronic lighted carpets/walls offer additional opportunities to guide patrons during emergencies.</p>
<p>Team Tunnels</p>		
<p>1. Cover the tunnels used by home and visiting teams (football/basketball) and entertainers to enter the playing surface.</p>	<p>This will improve the safety of the players.</p>	<p>Need to also staff with security personnel.</p>
<p>Playing Surface Intrusion-Deterrence Measures</p>		
<p>1. Consider a vertical drop between the front row of stands and the playing surface, if possible.</p>	<p>Fans rushing the field/court is a cause for concern.</p>	
<p>2.</p>		<p>There are not many good design elements to prevent intrusion.</p>

<p>Metal barricades and fencing should always be avoided at field level, as they quickly become a crushing hazard.</p>		
<p>3. The Crowd Management plan should reference design features that prevent playing surface intrusion. Also include a crowd control strategy to address and manage playing surface intrusions.</p>		
<p>Movable Architecture and Elevator Controls</p>		
<p>1. Establish a system of controls for movable architecture such as a stadium roof, field, seating mechanics, etc.</p>	<p>Prevent injury and damage to stadium structure.</p>	<p>Systems of controls includes any control communications, sensor feedback, and network equipment operated by the stadium or vendor.</p>
<p>2. Inspect and monitor elevator systems to ensure they are functioning properly.</p>	<p>Prevent injury and damage to stadium structure.</p>	<p>Test, validate and document inspection to help prevent errors, combat errors, and ensure management oversight. Conduct impact analysis prior to any change.</p> <p>Elevator control systems are responsible for every aspect of elevator service, including the control of travel, speed, door operation, lighting, signals, etc. An automated elevator controller receives inputs from a variety of sensors, signals, and components to operate the elevator system safely and effectively.</p>
<p>POWER CONSIDERATIONS</p>		<p>SFDE</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1.</p>		

<p>All security components/devices and the Operations Centers must be included on emergency standby power and planned for potential expansion.</p>	<p>Items not prescribed by law or NFPA are frequently not on emergency power.</p>	<p>Designers should remember to incorporate the infrastructure needed to properly supply the new, high tech CCTV cameras with power and protection from the elements.</p> <p>Back-up power circuit must include PA systems, command, emergency lighting</p>
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<p>SURVEILLANCE CAMERAS (CCTV) SFDE</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. CCTV camera coverage should allow for complete 360-degree bowl coverage inside the venue.</p>	<p>Visual coverage of the entire facility and surroundings reduces blind spots.</p> <p>CCTV offers both real-time and forensic coverage.</p>	<p>CCTV is the most cost-effective force multiplier for 24x7 venue coverage.</p>
<p>2. Cameras should also be positioned to provide a complete 360-degree view of the venue perimeter to include parking facilities.</p>	<p>Visual coverage of the facility exterior, including gates, tailgating, and parking areas.</p>	<p>Scalable alternative is to use mobile IP camera platforms that can be moved, set up, and raised/lowered as needed before, during and after an event. Since the alternatives are mobile, they can be moved and used in other areas between events.</p>
<p>3. Plan for future expansion when installing CCTV systems during construction.</p>	<p>Anticipate and prepare for technology advancements.</p>	<p>CCTV systems are increasingly becoming more sophisticated, containing baseline analytics, integrating with facial recognition systems, integrating with access control systems. Some professional sports leagues are becoming more aggressive in terms of dictating “pixel quality”, “framerate,” and video storage capabilities.</p>

LIGHTING		SFDE
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Much consideration should be given to lighting, as it serves as a deterrent.</p> <ul style="list-style-type: none"> • Assess area for lighting coverage needs 	<p>Proper lighting can decrease crime and increase a sense of comfort. Can reduce litigation issues.</p>	<p>Identify and catalogue critical systems, and ensure contingency plans are in place that include events such as power outage, equipment failure, emergency conditions, etc.</p> <p>LED lighting should be a strong consideration.</p>
<p>2. Ensure enhanced lighting around gate areas to facilitate the screening of persons (attendees) and possessions during night events.</p> <ul style="list-style-type: none"> • Same is true for heavy traffic (pedestrian and vehicular) areas, intersections • Appropriate lighting should be installed in parking lots 	<p>Reduces accidents and increases safety. Safety and security.</p>	<p>Enhanced lighting can be temporary or permanent. Portable lighting trees have been very effective in these situations.</p>
<p>3. Install a lighting control system (LCS) including a centralized control interface, dimming controls, photo sensors, occupancy sensors, and a communication system between the lighting equipment and control system.</p>	<p>Lighting control systems significantly reduce the amount of energy used by providing the correct amount of light when and where needed.</p>	<p>Critical LCS servers are physically stored in a secure location and access should require authentication or identification. Remote access is authorized on a “need-to-have” basis.</p> <p>Recommended yearly cybersecurity training for all administrators of LCS.</p>
HVAC		SFDE
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>

<p>1. Ensure that HVAC systems are out of public areas or monitored/staffed by security staff during events.</p>	<p>Prevents tampering.</p>	<p>Should have CCTV coverage of HVAC units.</p>
<p>2. Install total ventilation shut-off controls to prevent the spread of toxins.</p>	<p>Prevents contamination.</p>	<p>Ventilation controls need to be secured.</p>
<p>3. Be able to regulate temperatures in different parts of the venue based on specific characteristics.</p>	<p>Regulating temperatures in different parts of the venue is an effective way to limit costs and keep patrons comfortable thus reducing agitation.</p>	

STRUCTURAL INTEGRITY	SFDE
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<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Conduct an annual structural inspection of the venue(s) and stands (permanent & temporary and document the results.</p> <p>2. Consider safety glass or high rated ballistic glass in high occupancy buildings and venues.</p>	<p>This will provide an early warning of any potential issues.</p> <p>Combat potential injury from glass debris during a weather or man-made emergency.</p>	<p>Do visual inspections before each event; include a Risk Assessment.</p> <p>Install ballistic rated glass to new construction.</p> <p>In old construction, consider having an assessment conducted to test the integrity of the glass. If needed, reinforce the existing glass.</p>

OPERATION CENTER(S)	SFDE
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<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1.</p>		

<p>Design adequately sized UJOC/Operations Centers.</p> <ul style="list-style-type: none"> • Back-up UJOC/Operations Centers should be located outside of the venue • Must have total standalone capability to continue functioning during any incident 	<p>UJOC/Operations Center and S/AOC.</p>	<p>Emergency Management can assist with design requirements.</p> <p>Should be consistent with description in EAP.</p>
<p>Technology</p>		
<p>1. Accommodate real-time feeds that relay information from all critical venue infrastructures.</p>		<p>This would include WIFI, radio, landlines, cellular, text, and video.</p>
<p>2. Serves as central convergence for all forms of communications (audio/ video/text/graphics).</p> <ul style="list-style-type: none"> • Build wide, uninterrupted walls with wide HD monitors for viewing all possible feeds • Include computer analytics of venue mapping with 3-D simulation capability and video integration • Include CADs of entire facility • Include GIS capability 	<p>This will allow for real-time interpretation of crowd movement, threat detection, and disaster response.</p>	<p>Consider electronic white boards.</p>
<p>3. Install electronic access control systems particularly in high-risk areas provide greater accountability and efficiency.</p>		<p>Card swipe Proximity cards Biometric cards</p>

Technology/Information Management

TECHNOLOGY USE		T/IM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Identify who manages and has budget responsibility for the following:</p> <ul style="list-style-type: none"> • Purchase and installation • Hosting • Maintenance and service • In-sourced or outsourced agreement • Upgrades and enhancements • Security 	<p>Users frequently are not the owners responsible for technology systems (i.e. CCTV, card access, UPS).</p> <p>Without control, it is essential to communicate and collaborate to ensure needs are met.</p>	<p>Technology can be a force multiplier or a burden depending upon how it is managed.</p> <p>Establish a collaborative team to iron out any issues and establish who has control over what, so that things will run smoothly during the event.</p> <p>In today's technology driven world, it is important to leverage advances in technology and innovation to achieve the best cost.</p>
INFORMATION MANAGEMENT		T/IM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. In all likelihood, information management systems will fall under one or more of the following:</p> <ul style="list-style-type: none"> • Venue administration • Event administration • IT Department • Marketing Department • Facilities Department 	<p>Users frequently are not the owners responsible for technology systems; however, users may be the owners of the information.</p> <p>Without control, it is essential to communicate and collaborate to ensure needs are met.</p>	<p>Depending on the size of the event, data may determine whether professional support may be required.</p> <p>No matter the size of the organization, collaborating and partnering usually results in a better outcome. Do not wait on others - lead the way!</p>
<p>2.</p>	<p>Accountability and accessibility.</p>	

<p>Identify who owns the information policies and content related to and generated by the employed technology system(s):</p> <ul style="list-style-type: none"> • Control and use of the system • Controls and views content and reports • Grants permissions and releases information 	<p>Users frequently are not the owners responsible for technology systems; however, they may be the owners of the information.</p> <p>Without control, it is essential to communicate and collaborate to ensure needs are met.</p>	<p>Venue may have a Chief Information Officer who is in charge. Determine venue/event needs and whether the existing systems meet these needs.</p> <p>If not, define requirements and identify who can fulfill these needs.</p>
<p>3. Confirm the reliability of the system and the data on an annual basis, along with the availability of the information through either automated diagnostics or manual testing.</p>	<p>Unreliable and unavailable data is worthless.</p>	<p>Take ownership with what is under venue control and partner with others over what fall outside venue control. Do not wait on others - lead the way!</p> <p>Test IT prior to each event to include video cameras and recording capabilities.</p>
<p>4. Consider using UJOC/Operations Center/event/incident/operations information management software.</p> <ul style="list-style-type: none"> • Web-based, accessible anywhere • Central digital repository • Mobile device accessibility • Analytical tools 	<p>Keeps all entities current with the same information and serves as an official record for litigation and after-action.</p>	<p>There are various Information Management Systems on the market that contain modules to enter/maintain/recall reports for use and transmission to public safety units.</p> <p>FBI Law Enforcement Online offers a free event management system online called the Virtual Command Center (VCC).</p>
<p>5. Make sure all automated systems have redundancy and off-site backup capabilities.</p>	<p>Redundancy is often the only recovery capability.</p>	<p>Off-site backup is a must.</p>

<p>6. Consider using a Geographic Information System (GIS).</p> <ul style="list-style-type: none"> • Mapping capabilities using geospatial information and live feeds for situation maps, briefing maps and interactive mapping that can track participants in real-time 	<p>For visual situational awareness.</p>	<p>This can accommodate RFID feeds.</p>
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SIMULATION SOFTWARE **T/IM**

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Employ three-dimensional schematics of venue and surrounding areas - allowing for real time visualization/interpretation/simulation of crowd movement, threat detection, and disaster response.</p>	<p>Simulate various incidents to identify best prevention or response capabilities.</p>	<p>It can also be used for training. Provides “what if” capability.</p>
<p>2. Implement software for CCTV cameras that allow the cameras to automatically detect and diagnose certain threats and alert security personnel as to the location.</p>	<p>Human limitations of monitoring multiple feeds can be supplemented with technology.</p>	<p>Look for creative ways to partner with marketing, sales, and concessions for dual use technologies for which they may pay.</p>

INNOVATION **T/IM**

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. For missing/lost kids and/or seniors - obtain a digital photo/video from a relative/friend’s smartphone/device that can be sent to staff and/or broadcast on video monitors.</p>	<p>It is not uncommon to have missing/lost kids or seniors that are manpower intensive - communicating a picture offers quicker identification and recovery.</p>	<p>Utilize personal smartphones with imbedded software and free apps. Venue security and law enforcement should have a listing of all employee cell/smartphone numbers for each event</p>

		<p>so photos can be distributed. Should be disseminated by Command Center and not by an individual.</p> <ul style="list-style-type: none"> • May need consent to distribute
<p>2. For ejected individual(s), take a photo/video when ejected that can be sent to all gate staff to prevent re-entry. Pictures should be included in ejection records.</p> <ul style="list-style-type: none"> • Avoid using personal phones for cases that may end up in court. Personal phone could be seized as evidence 	<p>Instant transmission to multiple staff to prevent re-entry.</p> <p>Records maintenance.</p>	<p>Have a listing of all employee cell/smartphone numbers for each event so photos can be distributed. Should be disseminated by Command Center and not by an individual.</p> <ul style="list-style-type: none"> • May need consent to distribute
<p>3. For injured individual(s) take photos of the injury as well as the person and the area in which the incident occurred. Include pictures in accident/incident report records.</p> <ul style="list-style-type: none"> • Can also be used to transmit an individual’s vitals for medical evaluation 	<p>Records, storage, and litigation support.</p>	<p>EMS can assist with this, control distribution and storage.</p> <p>If captured, protect as HIPPA.</p>

SOCIAL MEDIA

T/IM

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Venue/event administration and local law enforcement should build expertise and experience with social media platforms (i.e. text, Twitter, Facebook, Snapchat, Instagram, apps, etc.).</p>	<p>Social media enables organizations to monitor individuals/groups and understand their intended behavior/actions at events, and it offers communication with stakeholders, staff, and attendees to keep them informed.</p>	<p>No matter the size of the venue/event, find creative ways to implement a social media communication and monitoring program.</p>

	Also allows venue patrons to report information.	
<p>2. Develop social media policies and procedures for public safety and security to include incident specific.</p>	<p>Consistent with local/state/federal laws. Understanding the specific plan for social media use throughout an event prior to a crisis is critical. Having a documented plan lessens the opportunity for communication failure.</p>	<p>At a minimum, the plan should include:</p> <ol style="list-style-type: none"> 1. Who will determine content. 2. Official social media account(s) that will be the “voice” of the event information. 3. Chain of events related to retweet, sharing, reposting, etc. (who and which accounts). 4. How often updates will be provided when an issue has been reported via social media and is still occurring. (every 5 – 15 minutes is recommended)
<p>3. Consider social media as a critical technology for effective inbound and outbound communication for event safety and security.</p>	<p>Communication avenues</p>	<p>Consider piggybacking on marketing/sales acquisition of social media tools.</p>
<p>4. Assign a qualified person to monitor and communicate via social media.</p> <ul style="list-style-type: none"> • Monitor social media activity for security, safety, and threats • Follow visiting team/entertainment fan sites and social media feeds to anticipate potential issues 		<p>Work with venue’s Public Information/Communications Department to staff this and bring in law enforcement as needed (depending on the event).</p>
<p>5. Use social media to inform attendees of security, weather, or other important issues.</p>	<p>Emergency communication vehicle.</p>	<p>Attendees will broadcast real-time (uncontrolled by you) information, often inaccurately. Be prepared to counter with accurate information.</p>

SURVEILLANCE CAMERAS (CCTV)			T/IM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Develop a business case for video’s value to enhance security, reduce risk, and thereby protect the venue.</p>	<p>Monitors key access points, sensitive areas, general customer population, etc., via video feeds to provide officials situational awareness during events.</p> <p>It has a forensic value capturing ability that can be used later and/or used as evidence.</p>		
<p>2. Design and implement a web-based digital CCTV system that delivers video information in a usable context both inside and outside of venue.</p>		<p>Placement/coverage will also be driven by the risk/vulnerability assessment.</p> <p>Physical security video monitoring should be isolated on its own physical network where needed to reduce bandwidth and/or system resource issues. If unable to place on its own physical hardware, ensure that network is logically segregated.</p>	
<p>3. Provide UJOC/Operations Center remote viewing/monitoring.</p>		<p>Technology exists to allow viewing on a smartphone.</p>	
<p>4. Understand and explore analytics to enhance/interpret/spot anomalies.</p> <ul style="list-style-type: none"> Implement software for CCTV cameras that can allow them to automatically detect and diagnose 	<p>Predictive/preventive.</p> <p>Human limitations of monitoring multiple feeds can be improved with technology.</p>	<p>This technology draws attention to potentially dangerous activities.</p> <p>Look for creative ways to partner with marketing, sales, sponsors and concessions for dual use technologies/capabilities.</p>	

<p>certain threats, and alert security personnel as to the locations</p>		
<p>5. CCTV systems should have sufficient storage capacity to retain images for at least 15 - 30 days.</p> <ul style="list-style-type: none"> • Develop a retention policy regarding length, storage, custody, and disposal of digital images 		<p>CCTV systems should be tested on a regular basis.</p> <p>Optimally, retain the images for 6 months to protect the venue in potential litigation.</p>

WEATHER TECHNOLOGY

T/IM

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Employ a weather monitoring service that has access to radar, computer-based modeling, and interpretation software, but use in conjunction with a meteorologist.</p>	<p>Weather is the most prevalent issue facing venues/events. Advanced warning can mitigate potential issues.</p>	<p>Consider using weather technology services such as Weather Tap, Weather, Bug, etc.</p>
<p>2. Employ multiple communication tools (i.e. PA, video boards, radio, sirens, social media, etc.) to advise and alert of impending weather issues and actions for attendees to follow.</p> <ul style="list-style-type: none"> • Test these tools prior to each event 	<p>Need to communicate information in a timely manner through multiple media platforms.</p>	
<p>3. Develop triggers based upon monitors that allow venue operators to take appropriate and timely action.</p>	<p>Prevention/protection.</p>	
<p>4.</p>		

<p>Consider collaborating with cellular providers to increase capacity on-site during events.</p> <ul style="list-style-type: none"> • Mobile/wireless communications are extensively used at all events by all parties. Therefore, understanding all the devices and their providers assists in structuring effective uses and communication channels. 	<p>Multiple types and sources provide redundancy.</p>	<p>Consider collaborating with cellular providers to increase capacity if needed.</p> <ul style="list-style-type: none"> • Learn their capacities and limitations • Maximize communications capability with the cellular phones through the use of on-site repeaters
<p>5. Continuously monitor changes in popular modes of communication since this technology is ever evolving and may enhance the ability to communicate in both directions.</p>		
<p>6. With technology advances, do not forget the old reliable capabilities that have proven tried and true, such as Ham Radios and their operators.</p>	<p>Inevitably, issues arise with new technology, so have a contingency capability.</p>	
<p>Wayfinding Apps</p>		
<p>1. New social media apps have been developed that are being used by venues that could be used to inform and communicate with patrons.</p> <ul style="list-style-type: none"> • Waze – A traffic monitoring/status app that can guide attendees to the venue/event 		
<p>CYBER SECURITY T/IM/CS</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1.</p>	<p>Protect your cyber environment</p>	

Identify a holistic understanding of systems and resources to manage cybersecurity risk.		Implement the appropriate safeguards for protection while still allowing the delivery of critical infrastructure services.
2. Employ tools and services to protect potential cybersecurity threats.	Protect your cyber environment	Detection tools will vary greatly, and most are commercial products, what you employ will depend on your environment of systems and their configuration.
3. Employ tools necessary to for early detection and identification of cybersecurity threats.	Protect your cyber environment through detection	Detection tools will vary greatly, and most are commercial products, what you employ will depend on your environment of systems and their configuration.
4. Develop appropriate plans and activities to take action upon the detection of an adverse cybersecurity incident.	Prepared to respond to a cybersecurity incident	NIST, DHS and InfraGard has many resources to assist with planning.
5. Develop a plan to assist and guide the recovery process after the occurrence of a cybersecurity incident.	Prepared to recover from a cybersecurity incident.	NIST, DHS and InfraGard has many resources to assist with planning.

Automated Lighting Control (ALC) Systems

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
1. The LCS network should be logically segregated using a virtual logical network (VLAN), virtual routing and forwarding (VRF), or similar technologies.	Protect your LCS environment from compromise.	
2.	Prepared to recover from a cybersecurity incident.	



Secure and Safe Aware Culture

CORE FUNCTION/ESSENTIAL COMPONENT/SEAMLESS INTEGRATION		SSAC
BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Integrating the Role of Safety and Security with the Executive Team		
<p>1. Actively demonstrate venue safety and security philosophies and practices to executives.</p>	<p>Promotes positive planning and protective steps.</p>	<p>Be proactive.</p> <p>Provide documentation of threats addressed and mitigating actions taken.</p> <p>Provide information for return on investment (insurance), if available. Consider bringing in experts or consultants to emphasize key hazards and solutions.</p> <p>There is a direct correlation to patron satisfaction.</p>
<p>2. Ensure buy-in from venue/event executives and departmental leadership.</p>	<p>Implementing a safety and security program is difficult to impossible without leadership buy-in from the top down. They need to see the effort and depth of planning.</p>	<p>Provide at least annual safety and security briefings to venue executive team/leadership, for their involvement in the breadth and depth of planning.</p> <p>Involve all applicable departments in planning on at least a bi-annual basis. Invite them to participate in non-influential roles in the Command Center.</p>
<p>3. The venue executive team and all departments involved in safety and security should participate in regular exercises.</p>	<p>Without active involvement in scenarios, the planning efforts may have little effect, and buy-in and knowledge retention will be reduced.</p>	<p>Schedule a tabletop exercise on at least an annual basis with a scenario that affects an event and stretches but does not exceed venue resources and partnerships.</p>

CODE OF CONDUCT		SSAC
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Each venue should develop, post, and enforce a “Fan Code of Conduct.”</p>	<p>Patrons must be educated as to venue expectations.</p> <p>Policy enforcement discourages unwanted behavior.</p>	<p>Regardless of venue/event size, this is important and generally exists in many other areas of campus.</p> <p>This is a good opportunity to engage patrons to help write/create the Fan Code of Conduct. The Fan Code of Conduct should include key venue policies (i.e. bag policy, ejection policy, behavior expectations, etc.), be posted conspicuously, advertised widely (see “Outreach”), and enforced.</p>
<p>2. Develop a pre-event communications strategy for all staff and spectators to promote a shared responsibility to address the Fan Code of Conduct.</p>	<p>Getting the message out using all means possible.</p>	<p>Communication may take many forms such as signage (static and electronic), public address systems, radio, social media, and in-person. Leverage all forms.</p>
STAKEHOLDER OUTREACH		SSAC
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a “Security Awareness Campaign” and engage all stakeholders.</p> <ul style="list-style-type: none"> • Senior leadership • Mid-level leadership • Departmental leadership • Event staff • Patrons • Participants 	<p>Encourage appropriate behavior and set behavioral expectations.</p> <p>Reduce fan/stakeholder inconvenience and negativity for policy and procedure changes at the venue.</p> <p>Ultimately, get total community and fan buy-in through relationship building to fill void.</p>	<p>Regardless of event size, expectations and rules should be posted at venue.</p> <p>Utilize all available methods of outreach, including but not limited to: websites, social media, e-mails, select mailings, advertisements, signage, hotel flyers, parking flyers, parking attendant training, highway signs, and group outreach.</p> <ul style="list-style-type: none"> • Adopt and use “See Something – Say Something” program

		<ul style="list-style-type: none"> • Advertise clear way for guests to report issues (i.e. texting, social media, hotline, info cards) • Utilize groups to distribute information such as parking garage attendants, hotels, transportation providers, etc. • Create ‘Game/Event Day Guides’ each year with Fan Code of Conduct (security and safety info, maps, etc.) • Provide these Guides to local hotels/motels to put in rooms of individuals attending events <p>Engage community and local media in venue safety and security campaign. Solicit the Police Chief(s) and Sheriff(s) to participate.</p> <p>DHS can provide literature.</p>
<p>2. Establish a daily effort of positive interaction between the community and local law enforcement/fire department by the venue management team.</p>	<p>Enhance community awareness of law enforcement and fire department partnership with the venue, which will result in a force multiplier and reduction in public safety efforts.</p> <p>Community takes on a role in self-awareness and protection.</p>	<p>Consider programs such as community policing, establishing a community watch, etc.</p> <p>How and exactly what is implemented will depend on venue issues, size, geography (urban or rural), neighborhoods, etc.</p>
<p>3. Conduct an annual Safety and Security Survey with season ticket holders, employees, and vendors to obtain feedback for public safety.</p>	<p>Evaluate fans impression of safety and security.</p>	<p>Assess the climate and culture – do they feel safe? This survey may be conducted in conjunction with another survey such as a guest services questionnaire.</p>
<p>4.</p>		

Advise season ticket holders that they are liable for the behavior of whoever uses their ticket(s).	Addresses behavioral expectations and increases feeling of ownership of the event.	
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APPENDICES

Appendix I: Table of Abbreviations

AAR	After Action Review	IC	Incident Commander
AED	Automated External Defibrillator	ICS	Incident Command System
AIC	Administrator in Charge	ID	Identification
BATF	Bureau of Alcohol, Tobacco and Firearms	IED	Improvised Explosive Device
CAD	Computer Aided Drawing	IT	Information Technology
CCTV	Closed Circuit Television (i.e. video surveillance)	JIC	Joint Information Center
CPTED	Crime Prevention Through Environmental Design	JTTF	Joint Terrorism Task Force
CCS	Concentric Circles of Security	MAA	Mutual Aid Agreement
DHS	Department of Homeland Security	MACC	Multi Agency Command Center
DOE	Department of Education	MSDS	Material Safety Data Sheet
DPS	Department of Public Safety	NIMS	National Incident Management System
FBI	Federal Bureau of Investigation	NTSB	National Transportation Safety Board
FEMA	Federal Emergency Management Agency	NWS	National Weather Service
IAP	Incident Action Plan	OEP	Office of Emergency Preparedness
ICS	Incident Command System	PA	Public Address System
EAP	Emergency Action Plan (synonym: Incident Action Plan)	PSA	Public Service Announcement
EOP	Emergency Operations Plan	SESA	Sport Event Security Aware
EM	Emergency Management	SMCC	Specialized Management Coordination Committee
EMS	Emergency Medical Services	UAS	Unmanned Aerial System
EMT	Emergency Medical Technician	UAV	Unmanned Aerial Vehicle
EOC	Emergency Operations Center	UPS	Uninterrupted Power System
EOD	Explosive Ordinance Disposal	USPS	United States Postal Service
ESSC	Executive Safety & Security Committee	VBIED	Vehicle Borne Improvised Explosive Device
FAA	Federal Aviation Administration	VOIP	Voice Over Internet Protocol
GETS	Government Emergency Telecommunications Service	WMD	Weapons of Mass Destruction
HVAC	Heating, Ventilation, Air Conditioning	WPS	Wireless Priority Service

Appendix II: Authoritative Reference List and Relevant Courses

ASIS Business Continuity Guidelines

ASIS SPC.1-2009

AWR: Sport Event Risk Management

Best Practices Guides for Professional Sports Leagues

Business: A Practical Introduction by Brian Williams, Stacey Sawyer, and Susan Berston

Commission on Accreditation for Law Enforcement Agencies (CALEA) Standard 1.3.6 Reporting Use of Force

Crime Prevention Through Environmental Design by Lawrence Fennelly and Timothy Crowe

Customer Service Skills for Success by Robert Lucas

DHS Best Practices in Anti-Terrorism Security (BPATS) for Sports and Entertainment Venues

DHS Report: Stadium Cybersecurity Best Practices Guide

DHS Legal Division Handbook

DHS National Incident Management System: Guideline for the Credentialing of Personnel

DHS Protective Measures Guide for US Sports Leagues

DHS Security of Soft Targets and Crowded Places Resource Guide

DHS Sports Venue Bag Search Procedures Guide

DHS Stadium Cybersecurity Best Practices Guide

DHS/FBI Security and Resiliency Guide – Counter-Improvised Explosive Device (C-IED)

DOJ Crime Scene Investigation: A Guide for Law Enforcement

DOJ Planning and Managing for Major Special Events

Enhanced Sports and Special Events Incident Management

Essentials of Contemporary Management by Gareth Jones and Jennifer Jones

Facility Management by Edmond Rondeau, Robert Brown, and Paul Lapides

FBI Law Enforcement Crisis Management Handbook

FEMA ICS 100

FEMA IS 230c

FEMA IS 235b

FEMA IS 242a

FEMA National Incident Management System

Graham v. Connor, 490 U.S. 386 (1989).

HR by Angelo DeNisi and Ricky Griffin

http://www.ada.gov/regs2010/titleIII_2010/titleIII_2010_regulations.htm

http://www.nhtsa.gov/people/injury/alcohol/sfst/appendix_a.htm

<http://www.nij.gov/nij/topics/law-enforcement/officer-safety/use-of-force/continuum.htm>

ICS 200

Intercollegiate Sports Events Safety & Security Best Practices Guide (1st & 2nd Editions)

IS-700.A: National Incident Management System (NIMS) An Introduction

IS-906

MGT 404 Sports and Special Events Incident Management

MGT 412: Sport and Special Event Evacuation Training and Exercise

National Special Security Events: Transportation Planning for Planned Special Events

National Weather Service

NFPA Fire Code 1600

NFPA Fire Code 14.4.1

NFPA Fire Code 1-67

OSHA Compliance Assistance Quick Start

Presidential Policy Directive -- Critical Infrastructure Security and Resilience-PRESIDENTIAL POLICY DIRECTIVE/PPD-21

Protective Measures Guide for US Sports Leagues

Security Management of Sports and Special Events by Stacey Hall, Walter Cooper, Lou Marciani, and James McGee

Senior Officials Workshop for All Hazard Preparedness: MGT 314

Techniques for Effective Alcohol Management: A Comprehensive Alcohol Management Program for Sports and Entertainment Professionals

Threat and Risk Assessment: MGT 310

Three-Dimensional Model of Stadium Owner Liability in Spectator Injury Cases by Joshua Kastenburg

US Constitution 4th Amendment

Vicarious Liability: Two Supreme Court Decisions

Relevant Courses

AWR 167: Sport Event Risk Management

IS-100.C: Introduction to the Incident Command System

IS-200.B: ICS for Single Resources and Initial Action Incidents

IS-230.D: Fundamentals of Emergency Management

IS-235.C: Emergency Planning

IS- 242.B: Effective Communications

IS-700.A: National Incident Management System (NIMS), An Introduction

IS-800.B: National Response Framework, an Introduction

IS-906: Workplace Security Awareness

MGT 314: Senior Officials Workshop for All Hazard Preparedness

MGT 404: Sports and Special Events Incident Management

MGT 412: Sport and Special Event Evacuation Training and Exercise

MGT 440: Enhanced Sports and Special Events Incident Management

Appendix III: National Professional Sport Facilities Safety and Security Summit Sponsors

2016 Sponsors

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Appendix IV: 2019 National Professional Sport Facilities Safety and Security Summit Steering Committee

John Ball

Pacers Sports & Entertainment

Mike Bates

IndyCar Racing

Steve Beres

Daytona International Speedway

David Born

Staple Center

Troy Brown

Cleveland Browns

Vernon Conaway

Maryland Stadium Authority

Joe Coomer

Mercedes-Benz Stadium/Atlanta

Mario Coutinho

Toronto Blue Jays

Sal DeAngelis

Philadelphia Phillies

Danny DeLorenzi

MetLife Stadium

Richard Fenton

Illitch Holdings/Detroit Tigers

Michael Hartnett

FBI

Kevin Henry

Pocono Raceway

Brian Herbert

Cleveland Cavaliers

Jim Hosfelt

Dover International Speedway

Darren Johnson

Detroit Lions

James Johnston
Spurs Sports & Entertainment

Barry Stanford
AEG Worldwide

Billy Langenstein
U.S. Bank Stadium

Ben Williams
Houston Astros

Todd Letcher
Yankee Stadium

Andrew Maxwell
Sporting Kansas City

John McKay
New York Mets

Toby McSwain
Sea Pines

Angie Nix
San Francisco 49ers

Russ Simons
Venue Solutions Group

Bill Squires
New York Football Giants/MetLife Stadium

Appendix V: 2016 Commercial Sport and Entertainment Facilities Safety and Security Summit Attendees and Best Practices Contributors

Brett Arendt	AT&T Stadium/Dallas Cowboys	Paul Denton	NCS4, TEEX, SRMC-LLC
Todd Argust	Ford Field/Detroit Lions	Daniel Eborall	NCS4
Matthew Balzarini	Levi Stadium/San Francisco 49ers	Kathleen Federici	International Parking Institute
Tammy Bauer	FESS Inc.	Richard Fenton	Ilitch Holdings, Inc.
John Beattie	Emirates Stadium/Arsenal Football Club-	Josh Field	Whelan Event Services
Leonard Bonacci	SMG Stadium and Arena Division	Gary Gardner	TotaleAccess
Scott Breor	Department of Homeland Security	Christopher Gifford	Old Dominion University
Alain Brochu	Parc Olympique	Craig Graber	Levi Stadium/San Francisco 49ers
Troy Brown	First Energy Stadium/Cleveland Browns	Al Guarnieri	Federal Bureau of Investigation
Mike Bruton	Landmark Event Staffing Service	Scott Gurka	G4S
John Bujarski	Arecont Vision	Paul Harney	Emirates Stadium/Arsenal Football Club
Bob Campbell	Women's Tennis Association	Mike Harrison	Landmark Event Staffing Services
Lauren Cranford	NCS4	Kevin Henry	Pocono Raceway
Alison Crumpton	NCS4	Derek Halbasch	NCS4
Jeff Champman	Babel Street	Joe Jackson	AMX - HARMAN
Greg Cliff	CHA Consulting, Inc.	Johnny Jackson	Olympia Entertainment/Ilitch Holdings
Jerry Conners	Comerica Park/Detroit Tigers	Darren Johnson	Ford Field/Detroit Lions
Joe Coomer	Mercedes-Benz Stadium/Atlanta Falcon, FC Atlanta	Rodney Kimbrell	Rapiscan Systems
Mario Coutinho	Rogers Centre/Toronto Blue Jays Baseball Club	Jay King	CHA Consulting, Inc.
John Daniels	NBA	Ed Klima	Dover International Speedway, Inc.
Elizabeth Kozey	Department of Homeland Security	Patrick Peterson	Axis Communications

Jeff Krill	NBA	Karen Phan	NCS4
Billy Langenstein	U.S. Bank Stadium/Minnesota Vikings	James Plumlee	CENTRA Technology, Inc.
Charles Lester	InControl Inc.	Jacob Pucheu	SMG New Orleans
D. Canyon Lindley	Platinum Event Services, Inc.	Caroline Rabara	Ilitch Holdings, Inc.
Lou Marciani	NCS4	Kirk Randazzo	Madison Square Garden
Paul Marsh	FESS Inc	Geary Robinson	International Parking Institute
Tom Massey	Technical Innovation	Chuck Rogers	Staff Pro
Tom McCartney	First Energy Stadium/Cleveland Browns	Julian Sakti	Levi Stadium/San Francisco 49ers
Mark McCormack	Axis Communications	Russ Simons	Venue Solutions Group
Clem McDavid	Babel Street	Scott Swann	MorphoTrak
Chris McLaughlin	CLEAR	Sarah Tarbett	Everbank Stadium/Jacksonville Jaguars
Jim Mercurio	Levi Stadium/San Francisco 49ers	Doug Thornton	SMG
Mark Messina	Transportation Security Administration	Réjean Touant	L'Aréna des Canadiens Inc.
Dennis Molloy	Department of Homeland Security	Jean-Pierre Tremblay	L'Aréna des Canadiens Inc.
Rodger Moore	K2 Solutions, Inc	Roamy Valera	International Parking Institute
Gary Neill	Comcast Spectacor	Don Verity	CEIA USA
Josh Nemzer	Nemzer Event Management	Dane Vontobel	Andy Frain Services
Angie Nix	Everbank Stadium/Jacksonville Jaguars	Elizabeth Voorhees	NCS4
Kieran Nulty	Levi Stadium/San Francisco 49ers	Bruce Wagner	Contemporary Services Corporation
Sean Oates	Landmark Event Staffing Services	Daniel Ward	NCS4
Ed O'Brien	CLEAR	Mike Wenger	Geofeedia
Donald Paisant	Mercedes-Benz Superdome/Smoothie King Center/Champion Square	Algen Williams	POPULOUS

Appendix VI: 2017 National Commercial Sport and Entertainment Facilities Safety and Security Summit Attendees and Best Practices Contributors

Emily Alford	NCS4	Josh Field	Whelan Event Services
Jacob Bartlett	Landmark Event Staffing Services	Mike Fogel	AT&T Stadium/Dallas Cowboys
Mark Bodenschatz	Penn State University/Beaver Stadium	Frederick Gardy	NCS4
Ross Bourgeois	Mercedes-Benz Superdome/Smoothie King Center/Champion Square	Bobby Glaser	Palace Sports & Entertainment/Detroit Pistons
Robert Brooks	WSP – Parsons Brinckerhoff	Craig Graber	Levi Stadium/San Francisco 49ers
Margaret Brooks	Bridgewater State University	John Grey	The Cordish Company
Troy Brown	First Energy Stadium/Cleveland Browns	Scott Gurka	G4
John Bujarski	Arecont Vision	Derek Halbasch	NCS4
Andy Burchfield	University of Michigan	Reggie Harris	America's Center
Trey Caudle	LobbyGuard Solutions, LLC	Michael Harrison	Landmark Event Staffing
Tim Christine	NFL Players Association	Michael Hartnett	FBI
Don Coash	AccuWeather	Kevin Henry	Pocono Raceway
Jerry Conners	Comerica Park/Detroit Tigers	Brian Herbert	Cleveland Cavaliers
Mario Coutinho	Rogers Centre/Toronto Blue Jays	Kees Klein Hesselink	Phillips Lighting
Lauren Cranford	NCS4	Jim Hogan	Quicken Loans Arena/Cleveland Cavaliers
Alison Crumpton	NCS4	Kyle Hopkins	NCS4
Derrick Dameron	Y12 National Security Complex	Scott Hough	Spectra Venue Management
Fed de Gastyne	Harman	Miguel Izquierdo	NCS4
Doug DeLancey	DHS	Johnny Jackson	Olympia Entertainment/Ilitch Holdings
Paul Denton	SRMC, LLC	Fred Jansma	Incontrol Simulation Solutions
Sharon Disney	Y12 National Security Complex	Darren Johnson	Ford Field/Detroit Lions
Danny Eborall	NCS4	Raymond Johnson	Ilitch Holdings, Inc.
Win Ellington	Office of Senator Thad Cochran	Josh Keiffer	AT&T Stadium/Dallas Cowboys
Richard Fenton	Ilitch Holdings, Inc.	Jay King	CHA Consulting, Inc.
Jason Fesyk	Commonwealth Stadium/Edmonton Eskimos	Christopher Kinnan	NCS4

Sumeet Kishani	Stantec Consulting LTD.	Sonia Russell	Detroit Police Department
Ed Klima	EventC2	Julian Sakti	Levi Stadium/San Francisco 49ers
Billy Langenstein	U.S. Bank Stadium/Minnesota Vikings	Tim Shafer	Detex Corporation
Jean-Marc Lanthier	L'Arena des Canadiens Inc.	Phillip Shumaker	K2 Solutions
Sheldon Loar	Emerge Leadership Group	Russ Simons	Venue Solutions Group
Michael Lohr	Everbank Field/Jacksonville Jaguars	Bill Squires	New York Football Giants/MetLife Stadium
Bobby Lyle	NC State University Police Department	Barry Stanford	AEG Worldwide
William Madsen	CHA Consulting, INC.	Jeff Steele	Auburn University
Lou Marciani	NCS4	James Stegall	University of Oregon
Gordon Marrin	Accurate Event Group	David Stephenson	Datamaxx Applied Technologies
Neil Marrin	James Madison University	Janae Stinson	Detroit PD
Tod Martin	Blue Star Operations Services	Marilyn Thaxton	CEIA USA
Graeme Masterton	Stantec Consulting Ltd	Vayla Thomas	Walmart Stores, INC.
David McCain	NFL	Réjean Toutant	L'Aréna des Canadiens Inc.
Mark McCormack	Axis Communications	Kees van der Klauw	Phillips Lighting
Clem McDavid	Babel Street	Dane Vontobel	Andy Frain Services
John McKay	Citi Field/New York Mets	Elli Voorhees	NCS4
Dan Mendelson	Unitex Direct, Inc	Kevin Walsh	Soldier Field/Chicago Bears
Brett Munkel	SP Plus University Services	Kenneth Ward	TSA
Angela Nix	Everbank Field/Jacksonville Jaguars	Jim Watry	The Cordish Company
Kieran Nulty	Levi Stadium/San Francisco 49ers	Jim Wentworth	Emerge Leadership Group
Ed O'Brien	CLEAR	Algen Williams	HOK
Damon Robinson	Detroit Fire Department		

Appendix VII: 2018 Commercial Sport and Entertainment Facilities Safety and Security Summit Attendees and Best Practices Contributors

Will Adams	NCS4	George Cunningham	Rose Bowl Operating Company
Tina Arevalo	Los Angeles County Sherriff	Andrea Cunningham	The Walt Disney Company
Manuel Avila	T-Mobile Arena	Jerry Conners	Detroit Tigers
Lenny Bandy	National Football League	Michael Contreras	Los Angeles Fire Department
Andrew Barnhart	Garrett Metal Detectors	Donald Cooper	Event Safety Alliance
Elvin Barren	Detroit Police Department	Mario Coutingo	Toronto Blue Jays Baseball Club
Dianna Baumann	SMG Tulsa	Lauren Cranford	NCS4
Lee Bercaw	Tampa Police Department	Bruce Davidson	Department of Homeland Security
Matthew Bettenhausen	AEG	Salvatore DeAngelis	The Phillies
Mitchell Blair	NCS4	Paul Denton	The Ohio State University
Jason Bohlen	Ross Technology	Steve Devries	Face First
Kim Boulet	True North Sports+Entertainment Ltd	Vince DiGennaro	Cleveland Indians
Larry Bowman	Atlanta Braves	Keith Dudley	Orlando FL Police Department
Kevin Bozarth	Dallmeier	Yves Duguay	HCI World
Michael Bracci	Miami Marlins	William Ellam	Ottawa Senators
Chris Brawner	Kentucky Venues	David Elwell	Textron Systems
Akin Bryant	University of Michigan DPSS	Scott Espiensen	Ross Technology
Brenda Buckner	Los Rios Community College Districts	Mike Euper	Tyco Integrated Security
Andy Burchfield	University of Michigan	Brian Evers	New Hanover County Sheriff's Office
Jeffrey Butler	K2 Solutions, Inc.	Richard Fenton	Ilitch Holdings, Inc.
Mark Cacciatore	Boston Red Sox	Brian Finch	Pillsbury Winthrop Show Pittman LLP
Craig Caldwell	University of Alabama	Mike Fogel	AT&T Stadium/Dallas Cowboys
Dayton Calhoun	Joint Regional Intelligence Center	Chris Gable	TEEX/NERRTC
Trey Caudle	LobbyGuard Solutions	Gary Gardner	NCS4
Sharon Cessna	NCAA	Steve Georgas	Chicago Police Department

Craig Graber	San Francisco 48ers	Elizabeth Mahler	Stanford University
Brooke Graves	NCS4	John McKay	New York Mets
Brandon Hamilton	Kansas City Chiefs	Ryan McKeough	NCS4
David Harrell	Milwaukee Bucks	Dan Mendelson	Unitex Direct
Lee Harris	UC Berkeley Police Department	Jim Mercurio	San Francisco 49ers
Colby Harrison	Kansas City Chiefs	Lindsay Metcalfe	Charlotte Motor Speedway
Mike Harrison	Landmark Event Staffing Services	Mary Miramontes	T-Mobile Arena
Steve Henningsgard	Geo-Comm Inc.	Jeffrey Murray	Department of Homeland Security
Kevin Hentry	Pocono Raceway	Ryan Osenton	San Francisco 49ers
Anthony Holt	Wayne State University	Nick Paulet	Winnipeg Police Service
Kyle Hopkins	NCS4	Matt Pellegrina	New York City FC
Joe Jackson	AVI-SPL	Patrick Penland	Tac-nique
Johnny Jackson	Olympia Entertainment	Rich Powers	American Specialty
Adrian Jimenez	Jigcorp	Charles Rabbat	Fortes International
Darren Johnson	Detroit Lions	Anna Ready	NCS4
Raymond Johnson	Ilitch Holdings, Inc.	Jon Richeson	Department of Homeland Security
Craig Jones	Dallmeier	Damon Robinson	Detroit Fire Department
William Kasiske	UC Berkeley Police	Analisa Robles	San Francisco 49ers
Josh Keiffer	AT&T Stadium/Dallas Cowboys	Ronnie Rost	USA Baseball National Training Complex
Carmen Kentala	American Airlines Arena	Mark Roylance	Face First
Pete Kranske	Landmark Event Staffing Services	Robbie Royster	Los Angeles County Sherriff
Cathy Lanier	National Football League	Marco Ruiz	UC Berkeley Police Department
Margaret Lednicki	Los Rios Community College District	Jason Sandoval	Hard Rock Orlando
Melissa Lesperance	Ilitch Holdings Inc.	Keith Schenkel	DHS
Jack Lieske	Cleveland Electric Labs	Andrea Schultz	National Football League
Erik Loberg	Geo-Comm Inc.	Adrian Sedeno	Garrett Metal Detectors
Kaishi Ma	NUCTECH US, INC.	Mac Segal	AS Solution
Lou Marciani	NCS4	Alan Seymour	Cleveland Electric Laboratories
Alex Magid	CLEAR	Tim Shafer	Detex Corporation
Saro Shirinian	Los Angeles County Sheriff		

Russ Simons	Venue Solutions Group
Robert Skalka	NUCTECH US, INC.
Michael Smith	Landmark Event Staffing Services
Roland Sprewell	Joint Regional Intelligence Center
William Squires	New York Football Giants/MetLife Stadium
Barry Stanford	AEG Worldwide
David Stephenson	Datamaxx
Michael Stephenson	Datamaxx
Adam Stockwell	Milwaukee Bucks
Michael Stout	Tampa Police Department
Jamie Sykes	Orange County Sheriff's Office
Donald Taft	New Hanover County Sheriff's Office
Eileen Valois	PSAV
Jorge Vargas	Johnson Controls-Integrated Securities
Shaun Veldman	Winnipeg Police Service
Elizabeth Voorhees	NCS4
Tony Vroman	San Francisco 49ers
Casey Wasielewski	TCP Security Solutions
Jesse Watkins	TEEX/NERRTC
Michael Weeman	Andy Frain Services
Nathan Wells	Ameristar Perimeter Security
Jenessa Wendland	Rose Bowl Operating Company
Stephen Zarger	Hartford Police Department

Appendix VIII: 2019 Commercial Sport and Entertainment Facilities Safety and Security Summit Attendees and Best Practices Contributors

Will Adams	NCS4	Bob Flynn	Tennessee Titans and Nissan Stadium
Tina Arevalo	Los Angeles County Sheriffs Department	Mike Fogel	Dallas Cowboys
Stephen Beres	Daytona International Speedway	Timothy Gagne	Production Services Of Maine
Kim Boulet	True North Sports + Entertainment Ltd	Gary Gardner	Total eAccess
Joey Bovender	Show Pros Entertainment	Mike Gibson	Olympia Entertainment
Marcel Braithwaite	Houston Astros	Bobby Glaser	Ilitch Holdings
Troy Brown	Cleveland Browns	Kelley Gonzales	NCS4
Russ Butler	San Francisco 49ers Football Club	Craig Graber	San Francisco 49ers
Jerry Connors	Ilitch Holdings, Inc.	Brooke Graves	NCS4
Michael Contreras	LAFD/JRIC	Jason Hamm	The Anthem
Lauren Cranford	NCS4	Mike Hartnett	Olympia Entertainment
Alison Crumpton	NCS4	Kevin Henry	Pocono Raceway
George Cunningham	Rose Bowl Operating Company	Brian Herbert	Cleveland Cavaliers
William Davis	Town of Cary	Jim Hogan	Cleveland Cavaliers
Ricky Davis	RICE Security and Consulting, LLC	Scott Hough	PPL Center / Lehigh Valley Phantoms
Salvatore DeAngelis	The Phillies	Stephanie Jenkins	Argonne National Laboratory
Daniel DeLorenzi	MetLife Stadium	Darren Johnson	Detroit Lions/Ford Field
Bob Denton	Independant practice	Raymond Johnson	Ilitch Holdings, Inc.
Vincent DiGennaro	Cleveland Indians	Ben Jones	Winston Salem Fairgrounds
William Ellam	Ottawa Senators	Bryan Joyner	Mecklenburg County
Nathaniel Evans	Argonne National Laboratory	Omar Jufko	Cleveland Browns
Richard Fenton	Ilitch Holdings, Inc.	Kevin Kahn	Colorado Rockies Baseball Club
Jason Fesyk	City of Edmonton - Commonwealth Stadium	Josh Keiffer	AT&T Stadium
Bob Flynn	Tennessee Titans and Nissan Stadium	John King	Boston College
Mike Fogel	Dallas Cowboys	James Kirk	Inglewood Police Department
Richard Fenton	Ilitch Holdings, Inc.	Chad Knecht	Pacers Sports & Entertainment
Jason Fesyk	City of Edmonton - Commonwealth Stadium	Billy Langenstein	National Football League

Cathy Lanier	National Football League	Andrew Smith	United States Marshals Service
John Latch	War Memorial Stadium / Arkansas State Parks	Bill Spiers	Speedway Motorsports
Joel Lauffer	Metropolitan Entertainment and Convention Authority	Bill Squires	New York Football Giants/MetLife Stadium
Melissa Lesperance	Ilitch Holdings Inc.	Don Stewart	I.M.P. Productions
Tony Lopez	Colorado Rockies Baseball Club	Adam Stockwell	Milwaukee Bucks
Joshua Maley	Production Services Of Maine	Roy Taylor	Capitol Special Police
Lou Marciani	NCS4	Brian Walker	City of Inglewood Office of Emergency Services
Robert Marino	Los Angeles Police Department	Jenessa Wendland	Rose Bowl Operating Company
Bill Markopoulos	NCS4	Ben Williams	Houston Astros
John McKay	NY Mets	Joslyn Zale	NCS4
Toby McSwain	Sea Pines/RBC Heritage Presented by Boeing		
Jim Mercurio	San Francisco 49ers		
Connor Morvay	Bridgestone Arena - Nashville Predators		
Jacob Neal	NCS4		
Angela Nix	San Francisco 49ers		
Matt Pellegrino	New York City FC		
Marcos Perez	American Airlines Arena		
Ryan Petrus	Carolina Panthers		
Zach Pritchard	Durham County Memorial Stadium		
Ronnie Rost	Town of Cary/USA Baseball National Training Complex		
Robbie Royster	Los Angeles County Sheriff/Emergency Operations Bureau		
Terry Rutledge	Arkansas State Parks		
Julian Sakti	San Francisco 49ers		
David Sawler	BNP Paribas Open		
James Seagle	Mercedes-Benz Stadium		
Saro Shirinian	Los Angeles County Sheriffs		