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

INTERCOLLEGIATE ATHLETICS SAFETY AND SECURITY

BEST PRACTICES GUIDE

2nd Edition, July 2014

NCS4
SOUTHERN MISS

Intercollegiate Athletics Safety and Security

BEST PRACTICES GUIDE

Preamble

The environment and threats surrounding intercollegiate athletics change, and as a result, the campus intercollegiate athletic program, athletic conference, Bowls, and NCAA safety and security plan(s) should be considered a living document that must change to meet challenges, take advantage of new resources, and avoid the development of patterns that could result in a security or safety risk. Continuous improvement should be the standard by which each university and college, athletic conference, Bowl and NCAA security and safety plan is reviewed and refreshed.

In order to obtain the mission described above, the National Center for Spectator Sports Safety and Security (NCS[4]) at the University of Southern Mississippi hosted the first annual **National Intercollegiate Athletics Safety and Security Summit** on January 28-30, 2014. Representatives from university and college athletic administrations, athletic conferences, Bowls, and public safety agencies addressed current safety and security issues facing intercollegiate athletics and identified solutions as well as proposed future best practices.

The foundation for this Summit began in 2011, when the Federal Bureau of Investigation (FBI), the Bureau of Justice Assistance and the U.S. Department of Homeland Security developed *Promising Practices for Securing College and University Spectator Events from Criminal Extremist Attacks.* The research completed at the NCS[4] provided both researched-based and vetted standards to support the evolution of *Best Practices* for intercollegiate athletics.

A grant from the Department of Homeland Security and the Mississippi Emergency Management Agency in 2006 resulted in the development of a researched-based model for effective security management of university sport events, and the unpublished dissertation, *Standards for Effective Security Management of University Sport Venues* (Hall, S., 2006), established standards to assist university and college athletic departments, athletic conferences, Bowls and the NCAA. The standards established – or *best practices* – provided consistency in security management among sport venues and events.

The discussions with security experts at the Summit, the publishing of the *Promising Practices for Securing College and University Spectator Events from Criminal Extremist Attacks*, and the research conducted at the NCS[4], provided the basis for the development and evolution of

the second edition of *Intercollegiate Athletics Safety and Security Best Practices Guide*. We urge each university and college, athletic conference, Bowls and NCAA to take these *best practices* into account in developing sports facility and event security and safety arrangements.

Purpose

To document through professional collaboration the establishment of a living Guide, a collection of vetted Best Practices to assist those responsible for safety and security at collegiate sports 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 has been shown to work effectively and produce successful outcomes and is supported to some degree by subjective and objective data sources.

Basis for Best Practices

- What is the issue?
- Why is it an issue?
- What are its impact, risk, and cost?
- How is/has it been handled?
- Is there a solution? Potential Best Practice?
- What are the conditions of the solution and context?
- How do you implement the solution?
- Is the solution scalable? If yes, how?
- Is the solution geographically relevant? If yes, how?
- What is the relative cost of the solution?

Methodology:

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

This Document:

The bulk of this document, the best practices are broken up into nine topical areas. The areas covered include:

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

Following the Best Practices Guide, you will find appendices which include a table of abbreviations and a list of individuals who contributed to the development of this document. A list of documents used in the production of this Guide is also provided.

Contents

Topical Area: Emergency Action Planning 72

BEST PRACTICES

Topical Area: Game Day Plan

RISK ASSESSMENT/THREAT ENVIRONMENT		GDP
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Establish a "Risk Assessment/Crisis Management Team" consisting of: - Local/State/Federal (as appropriate) law enforcement - Fire department - EMS and emergency management - Internal stakeholders, including operations, facilities, technology and communications equipment staff. * The appropriate individual should be pre-designated as Incident Commander for each potential type of incident		**NCS4 Risk Assessment Class**
2. Have a pre-prepared Emergency Action Plan for each event from which to operate by in case of an emergency/incident taking an ALL-HAZARDS approach		Based upon the Risk Assessment, size and impact of the event, number of attendees and history of prior events will drive the size and complexity of the written EAP. EAP may also incorporate several smaller events with a separate section for each specific type of event. **See EAP Section**
3. Instructions and mechanisms should be in place for all incoming threats, whether telephonic or via any other mediums and ensure that they are properly recorded and preserved	Protect you during litigation and provide documentation for analysis	**See EAP Section**

4. Report threats received at adjacent facilities (buildings, train or subway stations, businesses, etc.) to the UJOC and/or S/AOC • Specify persons to be notified and the order of notification • Broadest POSSIBLE dissemination should be made to Unified Command, to allow for best proactive preparation and accurate situational awareness • Test before each event to ensure contact numbers are correct	Your surroundings have the potential to impact you, so you must be aware	Ensure that the notification list remains current by updating every four months and/or when contact changes occur
5. Conduct weekly game management meetings (include risk management issues)(for all games/events) prior to the actual event		Sports events for most institutions occur year round so, these weekly meetings should occur through all seasons of ALL sports events
Situational Awareness		
1. Train ALL staff to be observant & report unusual behavior or inappropriate activity to the UJOC and document all training • Include ushers, food service workers, maintenance in this training • Also include broadcast (using all mediums) messages to patrons to do the same 'see something say something' including preferred method of communication and to whom they should report	An ounce of prevention is worth a pound of cure and will serve you well in any litigation	This can and should be undertaken regardless of institution size. NCS4 offers online training courses for various staff and, thru the current certification program, will tailor the training to your facility/campus Consider presentations live or on video to students, faculty, alumni, and season ticket holders prior to and during the event. DHS PSA can assist with this

| 2. Use plainclothes officer(s) who are strategically placed throughout the venue to observe and report

• Surveillance and counter surveillance teams are appropriate in external locations as well as within a venue | These eyes and ears are used to complement CCTV if present | The best places are roof or elevated platforms within the superstructure as well as mingling throughout the venue.

This is something that is scalable based upon the size of the campus, event (i.e., low attended baseball game v. a large attended football game), intelligence and history – when employed these factors will also determine the numbers deployed |

COMMAND and CONTROL — GDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Planning		
1. Include all parties from Public Safety (police, fire, EMS, EM) to Athletic Department and Facilities should be at the planning table so that roles and responsibilities are pre-defined and appropriate command and control is exercised at the event • Practice these roles and thru at least a table-top exercise annually	Avoiding confusion on game days and in the event of an emergency follow NIMS/ICS It is too late to meet at the incident and it will take critical time away discussing how to develop a plan at the scene	This should occur regardless of the size of the institution and should include external resources that might respond to incidents – for smaller campus' it means there will be fewer people, but all components should be represented
2. Produce a Command Matrix (and staffing plan) listing from top to bottom of who reports to who consistent with NIMS/ICS, divided into: *Operations Management:* • Event Staff • Public Safety/Emergency Response (LE, Fire, EMS, EM)		As applicable and appropriate for your institution

- Parking/Tailgating Staff
- Ticket Staff
- Gate Screening
- Transportation
- Marketing Promotions
- Administration
- Merchandise
- Broadcast Teams

Facilities Management:

- Grounds
- Housekeeping
- Physical Plant
- Athletic Department
- IT
- Adjacent Structures

Communications

1. Develop an Operations/ Communications Plan that includes options and alternative methods to communicate at all levels from CP to line operations	Communications is one of the most important yet least attended issues that arises during an event	This is clearly scalable based upon the size of your operation - interagency communication (police, fire, EMS) is essential during a crisis and should be a high priority
2. Establish cross-jurisdictional communications capabilities especially in the UJOC through a convergence of all communications, of these capabilities for all entities (voice, data, video)(PA systems and digital message boards)	This convergence in the UJOC prevents any entity from not being aware of another entity's activity or information	County and state EM can assist, especially at smaller institutions. You may not have all these capabilities, but what you have should terminate in a single location - UJOC

3. Test communication plan/equipment in a working environment to ensure the equipment and location is functional before each event	Reliability of overall communication capability and in a high noise environment	All institutions regardless of size
4. Ensure that you do not rely upon any single method/system of communicating for operational or emergency communications	Technology dependency and reliability under stress	Use all means and methods to communicate and test these channels
5. Have megaphones available as backup for crowd control • Also use first responder equipment PA's for emergency communications	Be prepared in case normal avenues fail	Test in a crowd environment to see if the messages can be heard, understood and acted upon

EVENT STAFFING   GDP

BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Provide appropriate staffing levels for all events based upon anticipated attendance numbers, the type of event, history, intelligence and recognized threats • It is recommended for event staff (inner gate attendants, ushers, security, public safety) that you use a ratio of 1 staff for every 250 attendees (applies to in- venue, not external) (per IAVM and NSPA)	Sufficient coverage for event	A major factor in "appropriate" staffing levels will be based upon event type and history, intelligence, weather, alcohol sales/use and risk factors unique to the event, which should be defensible should things go wrong

INTELLIGENCE COLLECTION/SHARING · GDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Intelligence comes in many forms; establish a plan to handling the collection, maintenance, sharing and protection of information	Intelligence is your life-blood for planning, anticipating, implementing your plan and maintaining situational awareness	Information should be handled on a need to know basis and shared with as many unified command personnel as have a need Fusion Centers may have a good model for handling, collecting, sharing, etc.
2. Campus law enforcement (if exists) or law enforcement agency responsible for venue are best choice for handling and/or protecting intellectual property		Your FBI JTTF and Field Intel Group (FIG) are also good sources of broader intel All sources are important inputs, local, state LE and Fusion Centers

INTELLIGENCE/ANALYSIS FUSION · GDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Local Criminal Assessment		
1. Campus Law Enforcement /or city/county Law Enforcement (whoever is responsible for the venue) should collect, maintain and disseminate this information as required for campus events	Intelligence information is critical to planning and implementation	Intelligence in conjunction with a Threat/Vulnerability assessment will allow for effective planning regardless of institution size
Public/Private Collaboration		
1. Establish a liaison with the local FBI JTTF and state Fusion Center		Consider assigning one of your police officers to the JTTF if possible

2. Join local information sharing groups like InfraGard (Public-Private collaboration) and Neighborhood Watches adjacent to your facility		www.infragard.org

Terrorism Assessment

1. Assign a liaison with local FBI JTTF and state Fusion Center since it is the best way to be alerted to any intelligence concerning potential terrorist activity/threat to your event		Get one of your staff a security clearance through FBI JTTF participation, so they may receive classified information for planning and response

SAFETY and SECURITY   GDP

Perimeter Control/Protection

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Conduct area Crime Analysis to objectively determine what problems exist both when you have events and when you do not * Clery Act requires this on campus	Must establish facility/fan protection before, during and after events.	Campus LE should conduct Crime Analysis and gather input from local counterparts – if no Campus LE exists then local city/county LE agency responsible for your campus should conduct
2. Continually maintain relevant records for reference and analysis overtime • State institutions may have mandated terms and timeframes which they must follow	Aim to answer questions like: Is the area more/less conducive to crime than average? What types of crime occur in the area during and independent of venue-related activities?	Procedure is independent of size

3. Develop close coordination between campus and local police/sheriff • Staff the outer perimeter entry/control points with uniformed law enforcement (whenever possible) and stadium security employees		Coordination is essential to effective security and safety
4. Mobile concrete barriers should be placed between the stadium/arena and all major roads surrounding the venue on game days and/or consider closing them • Reinforce areas that are vulnerable to forced vehicle entry with substantial barricades (e.g., bollards, retractable wedges, anti-ram fences, large trucks or buses, Jersey barriers, reinforced concrete decorative planters)	Creates a buffer zone between the venue and general traffic. These barriers also protect pedestrians and bystanders alongside these roads. By using these barriers, vehicle access points are limited, which makes vehicle verification less stressful. Also serves as an impediment to VBIEDs	If roads are just closed with plastic/wood barricades, they should be manned by law enforcement. Water filled barriers are also an option if concrete is unavailable
5. When possible, arrange to have marked police vehicles parked randomly outside critical facility assets	Serves as a deterrent, even if unmanned	They have to be parked somewhere when not on patrol
6. Ideally, each venue, creates Concentric Circles of Security (CCS), defining generally the Inner, Middle and Outer perimeters • The INNER circle would typically encompass everything from the facility exterior wall/fence inward -the **PLAYING SURFACE** within the INNER is considered a separate High Security Area	Each circle will have different security requirements/controls and staff trained on these to avoid confusion Generally, this information should be made available to attendees to avoid confusion Each circle/level allows for containment of a situation.	When implementing CCS, the type of facility as well as geography and surroundings will dictate the number of circles, line drawing, and distance for each segment

• The MIDDLE circle would typically encompass everything from the exterior wall/fence outward to at least 100' (if possible) • The OUTER circle would typically encompass everything from 100' line to the property line or other arbitrary border – a minimum of 500' should be established where possible		In instances where there is not 100' of clearance, vulnerable areas and possible threats must be identified and alternative arrangements made to secure the stadium's perimeter through methods such as utilization of barriers, vehicle and pedestrian routes, and placement of police/ security guards and other facility operations staff.
Pre-Event Inspection		
1. A facility inspection should be conducted before the arena/stadium gates open for each event in order to remove all unauthorized materials, vehicles, and people to create secure MIDDLE and INNER perimeters. Results of the inspection should be reported to the CP/Ops Center prior to gate opening. The results of each game day inspection should be maintained as documentation that the inspection was conducted and the area was controlled at a point in time prior to patron entry		Implementing this will be driven by event type, history, size, intel and risk factors unique to the event, especially if there are known threats or knowledge of similar (recent) activities At a minimum staff should walk the entire facility – for larger events (25,000+ attendees should use bomb dogs
2. Inspect all buildings located within 100' of the stadium/arena prior to the event and then secure		At minimum, conduct a walk-thru inspection before each event is open to attendees

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Ticketing and Credentialing		
1. Secure the INNER perimeter so that no one without a ticket, pass or credential is permitted entry through stadium/ building gates or doors		**See Crowd Dynamics/ Management – Ticketing/Credentialing**
Pedestrian (Attendees, sponsors, staff/workers, team members, media, officials)		
1. All open access points should be manned and only authorized individuals permitted to enter	Without effective Access Control, you have no control	This is regardless of institution size, however, based upon size and attendance you may reduce access points to ingress within fire codes
2. Game day workers should use a single entrance and report to a check-in area to receive their credential and post orders		Due to event/venue size you may need additional entrances for workers, but keep a single check-in area
3. The broadcast company or other media should provide a list of all personnel requiring access into the arena/stadium. 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.	Reduces risk of unauthorized persons gaining entry and prevents unwanted material/items from being brought in – the adversary will know if these individuals come and go without any checks	This should be conducted with no exceptions, despite inevitable complaints
4. Secure specific areas to prevent post-game access. Such areas include: • Locker Rooms • Suite Level		

• Concessions • Playing surface * A checklist should be used to reduce theft and damage while shutting down facility		
5. Post signs near all entrances clearly stating that no firearms or weapons are allowed in the facility (include a list of all prohibited items). Marquees, public address systems and electronic message boards should be utilized to communicate to the patrons entering the stadium the protective measures, procedures, restrictions, prohibited items and evacuation routes * Include signs at "Park and Ride to Stadium/Arena" locations, event shuttle pick-up points and other mass transportation locations • Train mass transit drivers (and an assistant) to BOLO for prohibited items so patrons have an opportunity to return items to their vehicle before arriving at the venue.	Avoids confusion concerning what is and is not permitted. Avoids attendees from showing up at facility entrances with prohibited items – causing them to discard their prohibited items or making them take the items back to their vehicle. Encourages customer satisfaction	See example checklist This is applicable to any size institution, but you would scale to the size of your event to prevent backlogs. For instance, smaller venues with no adverse intel, may only conduct random screening
Vehicular		
1. Allow only authorized or credentialed vehicles to be parked within the MIDDLE or INNER perimeters, and then only after they have been screened upon entry. Check and inspect all broadcast/media vehicles	Vehicular traffic is a pedestrian risk, VBIED delivery tool, fire, theft removal, and smuggling risk This area represents your most vulnerable and should be your most secure	Authorized vehicles may include law enforcement/emergency vehicles, sponsor vehicles, broadcast equipment trucks, and vehicles driven by school/team staff, players and their families and officials, but only after checked Particular attention must be paid to the presence of unsolicited emergency vehicles such as ambulances

		Make this part of the preseason planning so Athletics can notify vendors of changes well in advance of a season starting
2. Inspect and label all vehicles allowed inside the MIDDLE or INNER perimeters. • Broadcast vehicles should be located in a designated secure compound with its own perimeter. 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 • Adjacent or through-roads should be blocked off when necessary and special event-day traffic procedures should be instituted to allow for vehicle ingress/egress	Labeling avoids confusion of whether a vehicle has been inspected upon entry and can also denote which vehicles are permitted where	
3. For INNER perimeter entry and for stadium/arena facilities that offer UNDERGROUND PARKING, vehicle checks should be conducted by trained staff using, at a minimum, visual inspection and undercarriage mirrors for VBIED's prior to each vehicle entering the inner perimeter/underground parking.	Larger vehicles present a greater risk based upon their size, capacity to carry more, volume of fuel tanks	This can be time consuming so consider using K-9's to expedite the process and use mirrors to augment in case of an alert. Remember working time limitations for Bomb Dogs
4. If the arena/stadium has inside (inside the actual stadium/arena) parking, each vehicle should be searched and its occupants screened. The use of trained explosive detection canines is suggested under	Larger vehicles present a greater risk based upon their size, capacity to carry more, volume of fuel tanks	This should be strictly adhered to and enforced due to the magnitude of damage/impact of a VBIED Some may want to do this only if specific intel indicates a threat, however we will not always have

these circumstances, in addition to truck searches and the use of undercarriage mirrors. The sale of daily parking permits should be prohibited in such areas.		forewarning and while it may a be low incident, it has high impact
5. All trucks and delivery vehicles seeking access to the INNER, MIDDLE or underground parking or unloading areas should be inspected visually and with undercarriage mirrors for hazardous materials, weapons and explosives. Depending on the configuration of your facilities, the contents of the vehicle should be inspected by the security staff prior to permitting any truck or delivery vehicle entry to the ramp leading to mezzanine, service tunnel, or any area below the arena/stadium.	Protection efforts to prevent the introduction of hazardous/prohibited items to your venue	Ideally, all such deliveries (except perishables -ice, certain unfrozen food, etc.) should be delivered at least 24 hours prior to the event. Therefore, it does not tie up game day resources
6. All sponsorship displays or concession vehicles within the stadium/arena's INNER or MIDDLE perimeters, it's concourses or around the stadium perimeter must follow local fire codes and, at a minimum, ensure the following measures are taken: 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	Protection efforts to prevent the introduction of hazardous/prohibited items to your venue	
7. Monitor parking areas to ensure public access for disabled patrons and that lanes and parking areas are left open for EMS and fire vehicles		

8. Remove all unauthorized or unidentified vehicles within the defined perimeters as part of the inspection process prior to opening the gates. • Conduct a cursory screening of all vehicles entering a campus controlled parking lot and conduct a random more intrusive vehicle screening • Inspect parking lots daily. Unattended vehicles not removed within a reasonable time following the end of each game should be investigated immediately and removed as soon as possible	Unattended vehicles breed unwanted activity on your property Individuals intent on doing you harm will notice if vehicles are left in lots without recourse	Campus size and geography, as well as event circumstances, will dictate the implementation. This is a best approach but removal may not be possible from adjacent private properties not under campus control - parking lots have multiple uses and are not necessarily reserved solely for the athletics event
9. Should prohibit vehicular use inside (INNER Perimeter) the facility during the event	It is a whole different dynamic when the venue is loaded	
Deliveries and Waste Removal		
1. All deliveries (entries and exits) should be prescheduled and documented. Entry should be centralized to a single point where they are checked against the list • No deliveries should be allowed within 90 minutes to 2 hours of event start or after such time as the INNER perimeter is declared controlled • Deliveries should be scheduled through a single entrance, where possible • Delivery of hazardous materials should be scheduled during times of non-occupancy (e.g. overnight or early in the morning) • Advanced scheduling should be completed with sufficient time to permit vetting of the delivery	Propane delivery trucks making refill deliveries	Particular attention should be given to bank armored truck deliveries (ATM service), food service delivers (i.e. post-game team meals) etc.

company, the driver's license of the delivery person, and the contents listed on the manifest • All delivery vehicle drivers and helpers must produce 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 • Provide an escort for each delivery vehicle to any other areas within the stadium where a delivery must be made. • Keep a record of each vehicle, driver and helper(s) entering or leaving the secure area by use of a log or permit system. Records should be retained through the end of each calendar year. • 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 should be checked to ensure no theft has occurred		Utilize a Self-Certification Program to facilitate deliveries and shipments of routine stadium vendors that would not need an escort.
2. All waste removal should be scheduled, but not during event when the facility is at high capacity • Should not place dumpsters/trash receptacles under or adjacent to structural supports • Should anticipate sufficient dumpsters that will allow for pickup after the event • Trash receptacles should be regularly emptied with contents placed in dumpsters		May consider trash bag removal by staff to be sealed with color-coded zip-tie or similar; color of zip-tie changes each game

Re-Entry Policy		
1. Establish a re-entry policy and enforce it	Many issues are created by re-entry	
2. The best practice would be to not allow re-entry	This prevents many issues	If re-entry is permitted it should be at prescribed gate with re-inspection of patron as when initially entering venue

Late Gate Opening Policy		
1. Have a policy against late gate opening (shutting down ticket taking and screening) and allowing anyone to enter	If not prevented, this becomes your weakest link in your security	

ROBBERY/THEFT PROTECTION		**GDP**
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Have procedures to address securing cash collected during the event from robbery or employee theft • 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 • Event bank should have CCTV coverage of access points, collection and counting areas, and exchange and storage areas • Should separate the cash storage area from cash receipt area • Cash should be carried in non-descript packaging concealing the contents from public • Should establish a policy that no sales location can	Robberies at sport events and banks have occurred many times – preplanning will help reduce this risk	

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
amass more than $2000-$5000 before transferring it to the bank • Event bank should have armed guards or police in the bank		Consider law enforcement escort, particularly of large amounts of cash
2. Establish law enforcement response procedures for robbery or theft		
3. Establish procedures to prevent and address credit card information theft		

CYBER SECURITY		GDP
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Policy and Planning		
1. Develop and implement a cyber-security plan	In today's world this has become a greater risk due to its potential for far reaching impacts based upon cyber systems controls over large segments of our environment	DHS, FBI and InfraGard can provide input/support and documents for developing the plan
Hardware/Software/Network		
1. Ensure that all operating software and hardware is regularly updated, patched and tested		
2. Install and maintain current cyber-security technology and techniques (user authentication, firewalls, virus and spyware protection, encryption, etc.)		

3. Should backup all information on a regular basis and store in a secure off- site location		
4. Should immediately report all breaches/denial of service attacks to the FBI		
Training		
1. Provide regular user awareness training on security, policy, procedures, responsibilities, threats and incident reporting	Frequently a lack of knowledge/information results in unintended consequences	
Control Access		
1. **Virtual** - User authentication/password access controls should be created that are need to know based		
2. **Virtual** - Access for all terminated/departing employees should immediately be cancelled		
3. **Physical** - Access to information technology facilities should be controlled, so only authorized personnel may enter		

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Questioning and Detention		
1. Develop policy and procedures and establish a location for detaining and questioning persons who have exhibited suspicious behavior and/or has violated security policy/regulations/laws • This should include intoxicated individuals	Litigation protection	The developed policy and procedures should be posted on your website and tickets should reference the website, so you have publically informed them These should be consistent with your jurisdictional laws
2. Train non-LE security staff in appropriate methods for handling these individuals until LE can arrive to take control		
3. Should establish procedures for when to involve law enforcement		
4. Establish criteria for ejections and ensure that a supervisor makes the decision		This will vary dependent upon who is doing the injection (i.e., LE, security staff, gate/ticket takers, etc.)
Reports and Record Keeping		
1. Prepare a report on each complaint/dispatch or adversarial interaction with a patron	Litigation protection	The initial capture of information could be written note, documented by a smartphone or dictated into a smartphone

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
2. Photograph ALL individuals that are questioned, detained and/or ejected		This may seem burdensome, so if your experiencing high numbers (indicative of other issues) of these, you may wish to explore the causes to correct and reduce the numbers
3. Cite and record offenders, advise them they will not be permitted to attend events for the remainder of the season or next season (if it is near the end of the current season)	Need appropriate records for enforcement, statistical analysis and potential litigation	
4. Ensure accountability of all ejections through identification, documentation, and a photograph	Prevents ejected drunk offender from causing additional problems and liability to the school	

TRAFFIC MANAGEMENT		GDP
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Movement		
1. Develop a detailed plan for vehicular flow into and out of your various venues, including staging and entry/exit of responding emergency vehicles		Define and agree upon the event traffic perimeter and area of responsibility or oversight in the planning process. Since both campus roads and off-campus roads are involved, include all local jurisdictions affected

Parking		

1. All parking areas under campus oversight should be manned and controlled, or at a minimum patrolled • Close parking areas that are not needed	Liability will affix regardless The institution is responsible for these areas	Additional considerations for nighttime events, include lighting, visibility of staff, emergency response accessibility, disability parking
2. All parking areas should be illuminated and, at a minimum, in compliance with standards and requirements in applicable zoning ordinances and codes • Portable lighting should be utilized in unlit areas or those not sufficiently lit by permanent lighting fixtures.		For those venues with CCTV coverage, consider fixed or mobile video platforms to capture events pre-game, game time and post-game (up to a certain period). Some record the stadium starting three hours prior to three hours after the game
3. All lots should be patrolled or manned from the time stadium/arena lot gates open until parking areas close following conclusion of the game, regardless of whether the lot is enclosed		Could use roving patrols

PHYSICAL PLANT SECURITY and SAFETY		GDP
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Employ protective measures (e.g., fencing, bollards, and enclosures) around exposed utilities such as transformers, natural gas lines, water values, generators, and telephone switch boxes to protect them against attack and/or damage	Frequently these are damaged accidently and have cascading effects	A risk/vulnerability assessment will help identify what needs to be implemented when and where

2. Have some full-time facilities personnel on-site for all athletic events for all venues and they remain on site until event ends for issues and repairs • Keep a record of who (repairman) is authorized to access the HVAC, mechanical, water, and gas/fuel/cooking systems with contact numbers for emergency response	Things happen and you need to know when systems were last serviced/repaired and by whom Also, need to maintain an up to date listing of service providers with contact numbers	
3. Secure and protect physical plant facilities with locks and/or tamper proof seals and/or monitoring via video surveillance.		
4. Test backup systems monthly and/or in compliance with local codes.	Prevent surprises	Include load testing
5. Inspect all systems before every game, and assign security or monitoring devices to safeguard any vulnerable systems		
6. Conduct annual structural and physical inspections (to include equipment) of all stadiums/arenas and document inspection results/finding along with any remedial action taken * Maintain these records for at least seven years		

HVAC		
1. Know how to shut off air circulation systems. If local fire codes allow, consider installing a central emergency shut off switch for the HVAC system		
2. Mailrooms and loading docks should not share a return-air system or return pathway with other areas of the building		In older facilities, where existing physical infrastructure makes it cost-prohibitive to retrofit separate air-handling systems, air sampling technology should be available for detecting biological and chemical hazards. State National Guard Units can assist in detection/monitoring
3. Inspect and monitor air handling intake vents monthly		Rely on facilities personnel for this and require they report within a week
4. Employ physical or electronic monitoring of HVAC (air intakes)		
Utilities		
1. Maintain in the UJOC current contact information for all utility providers		

2. If you anticipate potential issues at your venue, you should consider having utility company personnel onsite (i.e., adverse weather) • Utility company personnel should be onsite for the duration of the event when there are 15,000+ attendees	This will eliminate response time	
Emergency Generators/Batteries		
1. Test emergency backup systems before each event and in compliance with local codes	It is the backup, meaning you have already lost power – not working is not an option	Insure that your generators are sufficient to support YOUR emergency systems

VISITING TEAM SECURITY/SAFETY   GDP

BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Require identification of all visiting team personnel and officials – just as is done for home staff/team before entering		Current intel and history will give you some predictive ability allowing you to scale necessary protective actions and manpower requirements
2. Post a guard on the visiting team's locker room door		
3. Prevent visiting team from entering or exiting in close proximity to a hostile crowds (home-team students, alumni) , as it is not only unsafe for players, but for patrons and security personnel as well – put visiting fans and/or media closest to visiting team's entry point	Problems with fans, grabbing, pulling, throwing, spitting on/at visiting team as they enter to playing surface	

4. Post an officer next to the visiting team's bench and to accompany them on and off the playing surface		
5. Each school should communicate, electronically or in writing, to all other teams their plan concerning visiting team's buses, equipment truck and vehicle parking procedures. These procedures must include all information required for arena/stadium access, unloading, bus and truck parking, as well as loading and departure • Bus drivers and equipment transportation personnel should provide government-issued photo identification prior to being granted clearance to enter the arena/stadium. • Team buses and equipment trucks should be parked in a non-public area and secured at all times. Bus drivers should remain with their buses to ensure that doors and luggage compartments are secured at all times. • 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 by way of guards or locked enclosures	Depending upon outcome and rivalries this can be problematic and should not be left to chance This heads off potential issues and allows for pre-planning	

6. Coordinate with officers and extend courtesies for teams traveling with a law enforcement officer from their home area. * It should be the responsibility and practice for LE officers traveling and visiting a location to make contact with the home agency/department		This is not only simple courtesy when planning to conduct activities outside of your jurisdiction but is an officer safety measure as well, particularly if travelling armed.

BEHAVIORAL ISSUES   GDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Disturbances - Pre, During and Post Game		
1. Develop a written plan in conjunction with all participating law enforcement agencies, athletics/event operations and venue operator, explaining how you will handle all disturbances, such as: • Field/Court Encroachments • Celebratory Disruptions/Rioting • Fighting • Throwing things • Use of vulgar language	Be proactive, since at some point in time you will have to address this issue	Alcohol tends to be a major contributing factor * If your school does not permit alcohol at your events, strong enforcement will help * If alcohol is permitted strong enforcement of over-indulgence will help
Prevention		
1. Anticipate various scenarios and plan your response, then conduct table-top exercises to test and refine your plan		

2. Consider prepositioning personnel or barriers effectively to discourage certain behaviors	Prevent rushing or driving through certain areas	
3. Adopt a Code of Conduct, advertise it, and enforce it to discourage inappropriate behavior		Enforcement should be fair across the board regardless of affiliation or standing
4. Implement and advertise the "See Something-Say Something" program or similar program		Include today's technologies, such as Social Media as a vehicle for informing patrons and for reporting violations
Response/Monitoring/Reporting		
1. Should preplan and practice your response to all potential incidents	So everyone knows their roles	
2. Use social media monitoring for intelligence and early warning		When cost is a factor, think outside the box(i.e., seek computer science department assistance)
Tactical Ops Teams		
1. Define under what circumstances tactical teams will be deployed and under whose command, especially if response is multi-agency	Avoid confusion during crisis	Also, set up multiple rally points around your venue, so you can select the best location for a given incident
Uniform and Plainclothes		
1. Use a mixture of uniform and plainclothes officers whenever possible		Uniform serves 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 intel and early warning

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Have a minimum of one Fire Unit and one EMS Unit with at least two certified EMT's onsite for Arena/Stadiums of 5000+	This will eliminate response time and may save lives	Depends upon the size of the event, weather conditions and threat information that would require scaling up
2. Require re-approval and provide pre-notification of/to public safety of specialty events, fireworks, parachutist, aerial shows/fly-overs	These provide a higher risk, thus approval and preparation are required	This should be non-negotiable
Food and Beverage		
1. The following food and beverage protective/preventive measures should be considered: • Ensure <u>all</u> food concessions are reasonably secure • 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 with: date, time, vehicle license number, company and driver name (view and record ID date from divers license) • Inspect <u>all</u> packages/containers for tampering and if tampering found - refuse • 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 all local health standards, regulations, laws and appropriate inspections are conducted	Prevent and respond to food borne issues	Local Health Department can assist with food borne issues Include Local Health Department food inspectors in the EAP planning and informal ops plan, provide communications contact in event of a tampering or to report other patron food/drink issues

• Ensure food workers are informed and trained in recognizing food contamination and reporting procedures		

WEATHER PLANNING GDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Develop plans		
1. As part of the EAP, develop, review, train, exercise and revise plans for all manner of adverse weather and response which includes sheltering, evacuation and re-entry after sheltering/ evacuation for all campus sports facilities * Practice and test staff at least twice during a season for evacuation and shelter in place plans * Include communications technologies during testing	Being unprepared and unplanned for all manners (heat, snow with ice, hail, wind, rain) of adverse weather.	FEMA and NWS can assist in your planning and training
2. Simplicity is key - the staff will need a simple plan to follow in an emergency, be trained on the plan and provided with guides		
Monitoring		
1. Use NCAA/Conference rules as minimum standard, but establish trigger points based upon your circumstances (perhaps earlier than NCAA standard)	Being unprepared and unplanned for all manners (heat, snow, ice, hail, wind, rain) of adverse weather. Needed guides and expertise	

2. Include weather expert, designated person in command/ops center or in direct contact with UJOC • Utilize a subscription weather service to receive alerts as well as tapping into a local National Weather Service as a backup, as long as you can personally speak with an on-duty meteorologist		For large crowds (2000+) and impending/potential weather conditions this is a must
3. Seek Storm Ready Certification by FEMA/National Weather Service		
Sheltering		
1. Follow the Sheltering Plan in your EAP	Pre-event familiarity is a must	
Evacuating		
1. Follow the Evacuation Plan in your EAP	Pre-event familiarity is a must	
Decision Making		
1. When planning for evacuating/sheltering identify decision making levels and authority, with one person on-site who will make the decision	Avoid confusion and affix responsibility in a prepared individual	When implementing the plan, make sure that enough time is included for staff to be in place when the evacuation order is given to fans, trigger points may have to be further out than what was first anticipated

2. Provide advance, real-time information on severe weather to fans (i.e. video board, social media, local radio announcements,) allowing them to make personal decisions before any mandatory sheltering or evacuation order is issued		Also utilize TV and radio outlets that carry the game to communicate with fans still in transit to the venue and to provide updates if they are standing by following an evacuation

BOMB THREATS   GDP

BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Have a written plan that is part of the EAP that dictates criteria, roles/responsibilities and identifies who makes the call on evacuation or not for a bomb threat	Bomb threats are highly disruptive and tend to cause mass confusion over what process to follow, who makes the decision, when to evacuate and how to notify personnel and attendees.	Follow ICS Unified Command structure a. Have pre-written communication messages b. Define assessment process (FBI is resource) c. Define Evacuation process as set forth in the EAP Evacuation Plan
2. Make use of the ICS unified command for assessment, decision process and response		
3. Develop a threat assessment team		
4. Use bomb threat caller checklist and train staff who may receive calls • Install caller identification and/or coordinate phone call trap capability	What is in place for Threat Assessment? Time is of the essence	FBI, BATF, and DHS offer checklists

5. Ensure that 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 is recorded.		
6. Have pre-written announcement messages if you must notify patrons as to certain actions you want them to take	So announcements are ready to go during a crisis	
7. If resources available, conduct bomb sweeps of facility, team buses, proximity parking lots, media compound, food/concession deliveries – once controlled, keep reasonably controlled thru: • Access control • Bag checks • No re-entry policy		Certainly for large-scale events resources should be made available
8. If possible, have EOD/ Bomb Tech along with render safe services and equipment on-site (for large scale events) in addition to bomb dogs • All campus police and security staff should be trained in bomb threat response		Certainly for large-scale events resources should be made available Besides LE, the military has EOD resources Remember for planning purposes bomb dogs on average have roughly a 20 minute active search capability, then must be rested for about 30 minutes to be effective

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
9. Have and understand, developed procedures for suspicious items response and handling • Establish a code so that staff doesn't use the words bomb or suspicious item when reporting over the radio or phone	Much of today's communications are subject to monitoring if not encrypted	For institutions without EOD trained personnel, state and Federal entities (FBI, BATF,DHS) can assist

FIRE ALARMS		GDP
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Develop written processes and procedures (part of EAP) with the Fire Dept. to deal with Fire Alarms	Often fire alarms are ignored or are false – must be resolved without causing panic or unnecessary delays	A command level Fire Dept. representative should be in the UJOC for all events with 10,000+ attendees
2. Establish a decision making process to resolve alarms in response plan		Your local Fire Dept. can assist in this process
3. The plan must deal with the ability to monitor and override the system (i.e., post a fireman at alarm panel and send a fireman to the alarm point)		
4. Define the process to make notifications (fans/teams/staff)		
5. Identify who will make the decision whether to evacuate and determine who should be present in the UJOC		

TAILGATING DEFINITION:

Tailgate party is a social event traditionally held on and around the open tailgate of a vehicle. Tailgating, which originated in the US, often involves consuming alcoholic beverages and grilling food. Tailgate parties usually occur in the parking lots at stadiums and arenas, before and occasionally after games and concerts. People attending such a party are said to be **tailgating**.

Many people participate in tailgating even if their vehicles do not have tailgates and they have no ticket or intension of entering the venue/game - these may include a few hundred to a few thousand.

Tailgaters may come in a motorhome, camper, bus, van or vehicle that has self-contained living/camping/cooking capabilities. They may setup chairs and tables, cooking grills/stoves (electric, wood, charcoal, propane) and/or tents/canopies/shelters.

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Managing Location		
1. Designate specific areas for tailgating that are separate from general parking and prohibit tailgating in general parking areas • Work with local jurisdiction to regulate non-university tailgating lots, for consistency rules and behavior	• Wide open parking lot, mixed use of parking and tailgating • University controlled and non-university controlled * Do not wait until an incident to do the right things	Due to life-safety issues co-mingling general parking with tailgating can present issues Even if a general parking lot is subdivided for a tailgating area, you can more easily address life safety
2. Determine scale and scope of tailgating area with involvement of stake holders to determine this in advance of event.		Alumni are major players in tailgating, so meeting with this group thru their association will help get buy-in and address their concerns

3. Assign attendees a numbered space and provide a numbered pass	Organization, control, and accountability	Consider using campus groups that have an interest in safe enjoyable tailgating to assist in the registration process
4. Issue passes based upon pre-assigned registration and approval		Passes could be per game, per sport or per season

Managing Attendees		
1. Segregate fans with common interests (students, alumni, visiting team, campers/motorhomes)	Opposing fans next to each other Limiting disturbances	
2. Determine who is allowed to tailgate when; establish policy/procedures that answer: • Do you need a ticket to tailgate? • Can tailgaters stay in tailgate area after game starts, with or without a ticket • Are there time limits for tailgating • Does day or night make a difference	Will depend on your life safety response capabilities	

Rules and Restrictions		
1. Establish policies, rules, and a fan code of conduct – incorporate groups in process (administration, students, alumni, people with motor homes) – provide them as handouts to tailgaters	Creates an environment to inform, enforce and prevent improper behavior Hard to enforce uninformed rules	Tailgate passes could have rules printed on the back Communicate these to visiting fans in advance. Local (away) standards and practices may be different than at home

2. Require pre-registration for tailgating		Consider using campus groups that have an interest in safe enjoyable tailgating to assist in the registration process
3. Enforce violations - cite and record offenders, advise them they will not be permitted back for the remainder of the season or next season if it is at the end of the season	Unenforced regulations/rules are worthless unless enforced	Athletics and Event management need to be part of developing the rules and should agree to back their enforcement
4. Ensure accountability over ejections with documentation, identification, and photograph (if alcohol related turn over to a responsible person)		Anyone ejected, regardless of reason, should be given a written trespass warning (with appeal process description) before leaving and their ticket seized. This allows for tracking and entry into PD database for future reference and sharing with Ticketing Department so they can deny sales if someone has been trespassed
Time Limitations		
1. Set start and end times to regulate ingress and egress flow	Need boundaries	
Security		
1. For officers whose' job it is to act as observers, have portable raised platforms that can be assembled prior to game time which are a great way to gain a vantage point to view large areas	Ground level view is limited and requires more resources	

• Alternative is to use existing or mobile IP camera platforms that can be moved, set up and raised/lowered as needed before, during and after an event		If cameras are used they should be monitored in UJOC

Life/Fire Safety and Public Health

1. Have Fire/EMS in Unified Ops/Command Center, with units in vicinity of tailgate areas	Fire and propane tanks are most dangerous in this type environment	If grills/propane/generators are allowed, you should require patrons bring fire extinguishers and have them next to risk
2. Establish rules for grill/propane/ generator use and specify charcoal disposal if allowed		Consider asking Fire Dept. to create and manage a charcoal disposal pit, if you allow charcoal
3. Do not permit surface fires (no fire beds, rings, etc.) and no wood fires		If you decide to allow surface fires, require a Fire Marshal Permit, and have sufficient fire extinguishing resources on-site
4. Assign Fire/LE to enforce fire safety/fire violations		This includes inspections of tents platforms by qualified personnel
5. Establish rules for use of canopy's, tents, chairs, tables and games	These items are dangerous in high wind situations and often impede first responder response	
6. Maintain open clear fire/emergency lanes throughout tailgate areas	Tailgaters' tend to migrate into traffic lanes once area is full, with chairs, tables, grills	Local laws often exist but are not enforced

7. Provide access to RV dump service for multi-day/tournament events	Public Health may require this	Local vendor may be willing to provide this service for a fee to RV tailgaters
Alcohol Management		
1. Create clear alcohol possession and use polices. Specify that intoxication will not be tolerated and enforce it	Public intoxication/ disorder Lack of policy Lack of enforcement	Since alcohol is a major contributor of disruptive behavior this is a must Policy needs to be communicated to attendees. Communicate policy to visiting fans in advance. Local (away) standards and practices may be different than at home
2. Create family friendly non-alcohol area(s)	Isolate drinkers from non-drinkers and minors	
3. If your facility does not permit alcohol on property, decide how you will handle individuals with alcohol in their vehicle		This may be addressed by state law or existing institution policy
4. Train gate and tailgating staff on recognizing intoxicated patrons	Lack of trained staff	
5. Ensure policy addresses both possession and consumption		

6. Create tailgating area exits that are separate from those leading into the event, and turn intoxicated individuals away, refer to and let LE handle	Prevent intoxicated tailgaters from entering event and causing problems	
7. Cite and record offenders, advise them they will not be permitted to tailgate for the remainder of the season or next season if it is at the end of the season	Need appropriate records for statistical analysis and potential litigation	Consider involvement of State Alcohol Enforcement agency in event staffing plan (they are usually the specialists in this regard). Anyone ejected, regardless of reason, should be given a written trespass warning (with appeal process description) before leaving and their ticket seized. This allows for tracking and entry into PD database for future reference and sharing with Ticketing Depart so they can deny sales if someone has been trespassed
8. Ensure accountability of all ejections through - identification, documentation, and photograph (turn the intoxicated offender over to a responsible person)	Prevent ejected drunk offender from causing additional problems and liability to the institution	

PUBLIC INFORMATION PLAN		GDP
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Designate and authorize the Public Information Officer (PIO) at each event to respond to the media and the general public in case of an incident so as to establish a single authorized, authoritative voice	Avoids confusion when an incident occurs	Use the most experienced individual, regardless of agency/organization, that will be available on-site during your event

2. Develop policies and procedures to advise the media and general public of the situation, and to defuse rumors along with panic • Address how the Campus Emergency notification system or "Crime Alert" timely warning system (both required by CLERY law) are applied during event. • Address use of Social Media, who is responsible for disseminating public safety info during events.		This may require a collaborative effort since different organizations may have different rules and goals

PRE-EVENT AGREEMENTS		**GDP**
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Establish written mutual aid agreements with surrounding jurisdictions to provide Game Day support and emergency response, or other method of designated support as local jurisdiction and host venue may deem appropriate.		
2. Establish written memorandum of understanding (MOU), based upon the Risk Assessment to provide any needed services or equipment in case of an emergency		
3. Review and ensure that adequate insurance coverage is current and enforced		

FOOD HEALTH SAFETYGDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Ensure that food handling and dispensing by food concessions/vendors is reasonably secure and conforms with health codes to prevent contamination		Consider using local health inspectors to enforce codes, in event EAP, and ICS

HAZARDOUS MATERIALSGDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Have a written plan for dealing with hazardous/toxic material exposure (fuels, propane, chemicals, fertilizers, garbage, sewage		Your local Fire Dept. and FEMA can assist with training and documentation
2. In conjunction with local Public Safety, ensure the development, capability and practice of a decontamination plan		
3. Establish a campus Hazmat Response Team trained to the Hazmat Level 2 defensive level or reasonable substitution such as local Fire Department		Essential for larger schools, smaller schools should have at least one person so trained
4. Ensure that no Hazardous Materials are stored within stadiums/arenas or adjacent buildings while occupied		

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Policy and Publication		
1. Establish a written policy regarding permitted and prohibited items that will or will not be allowed on campus property and in campus venues • Consider prohibiting: coolers, bags, backpacks, containers, explosives, chemicals, any weapons, outside food or beverages (except as required for authorized medical needs) • Post a list of prohibited items in parking lots, transit points, and entrances to stadium/arenas	To reduce confusion and prevent patrons from getting to the gates/doors with prohibited items	Communicate these policies and have patrons consent to these searches as a requirement for entry
2. Once established, publicize policy in the broadest possible manner to include the screening/ inspection process and penalties for breaches		All first level screening should be conducted by no-LE security staff and backed up by LE
Bag/Container Checks		
1. If bags/containers (of any type) are permitted, inspect at entry points (preceding Ticket takers) before entry to the venue • Use tables for bag screening and provide 12" broomsticks for staff to probe inside bags to speed the process	This protects staff's hands from cuts, scratches and contaminations	Ensure sufficient lighting at all screening areas for evening events Consider use of clear bags to make screening easier and expedite entry Ensure that the staff who are responsible for

• Train staff to conduct these checks		checking bags are properly trained. Using DHS's "Sports Venue Bag Search Procedures Guide" document their viewing of "Check It" bag search video

Patron Screening

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. If pat downs are to be used, extensive training should be provided, including sensitivity training	This is the least desirable and most problematic	Ideally, for all screening options you should have a police officer at each screening point If pat downs are used provide monitored semi-private locations for pat-downs
2. If hand held/wand metal detectors are employed, ensure sufficient training and enough devices to reduce any entry backlogs	This is good but training and manpower intensive	
3. If walk-thru metal detectors are employed, ensure sufficient training, must screen further all alerts	This requires training but is less manpower intensive and less intrusive	These are mobile and can be moved between venues on campus

EVENT RE-ENTRY | GDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Have an event No Re-entry policy (except for medical emergencies)		Post signs with this policy and print on tickets

LATE GATE OPENING   GDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Maintain at least minimum staffing at all open gates and not allow any un-ticketed, non-credentialed or unscreened individuals to enter at any time		Due to staffing limitations this will probably not be an issue at very small events (less than 500 attendees)

SIGNAGE   GDP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. The following signage measures should be used during sporting events: • Ensure that ample, prominent signage exists listing contact number(s) for security and/or safety personnel and for reporting suspicious activity • Ensure signage in parking/tailgating areas listing prohibited items and identifying acceptable containers • Ensure clearly visible signage at all pedestrian and vehicular access gates, indicating entrance is conditional upon screening and facility policies, also reiterating prohibited items and identifying acceptable containers • Ensure signage throughout the facility that identifies current location relative to exits and directional guidance to exits or sheltering • Ensure that signage marks what type of access is allowed in a particular area • Signage should also direct deliveries to appropriate checkpoint and destination • Ensure that Emergency Exits are clearly marked and if lighted that they are in working order	Signage is essential to the orderly conduct of an event Saves patrons from getting all the way to the entrance gate with prohibited items and having to go back to their vehicle or abandoning the item(s) at the gate Many attendees may be unfamiliar with the facility and in an emergency may become confused causing vital response time lost	

Topical Area: CROWD DYNAMICS/MANAGEMENT

CROWD MOVEMENT		CDM
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Crowd Movement		
1. Study flow patterns of your venue to identify manageable methods for encouraging patrons to move in specific patterns of flow	To reduce congestion and implement efficient ingress/egress	This is beneficial regardless of size and is very important for large events

BEHAVIORAL PATTERNS/ISSUES		CDM
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Fan Behavior and Control		
1. Establish, communicate and enforce a Code of Conduct (rules of acceptable and unacceptable behavior)	Prevention over confrontation Continued acts of unacceptable/disruptive behavior	Set your standards, stick to them, and hold violators to account Be fair and consistent across the board when enforcing code/policy violations...don't play favorites
2. Advertise and enforce sanctions for inappropriate behavior	Lack of awareness as to what is acceptable and what isn't	
3. Work within conferences to develop a common Code of Conduct	Consistency among institutions	

4.		
Establish and enforce a "No Smoking" policy for Stadium/Arena/Ballparks, etc.		

EVACUATION/SHELTERING CDM

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Develop an effective written evacuation/sheltering plan for each sport venue, • Develop with input from your public safety partners and venue facilities staff • Review with Incident Command staff at Public Safety briefings • Prepare for all-hazards	Life safety under all conditions is first and foremost Evacuation Plan provides instructions and guidance on effectively addressing safety of all individuals in attendance	Simulation offers a tremendous advantage in planning evacuation/sheltering – NCS4's SportEvac offers this benefit NCS4 also offers training for plan development and execution - MGT-412: Sport and Special Event Evacuation Training and Exercise The evacuation/sheltering plan is an essential element of your EAP DHS's Stadium Evacuation Guide is another excellent resource Be consistent between venues to reduce confusion
2. Prior to initiating an evacuation, take in to consideration the inherent risks with an evacuation * Sometimes the best course of action is not to evacuate, or to partially evacuate, and sometimes shelter or relocation is the best course		

3. Determine the least invasive and most effective method to evacuate persons from potentially dangerous conditions to include partial evacuations		
4. 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 structure of the facility, the size, distribution and condition of the spectators participants, the hazard involved, and the anticipated response to that hazard		
5. Evacuation planning should be based on a risk assessment that takes time and distance into account		
6. In developing and implementing an Evacuation Plan, one must consider that in many circumstances evacuating may not be the best course of action		
7. Full or partial evacuation, sheltering in place and the decision to relocate, including designation of relocation routes, should be identified and evaluated for each type incident/course of action		These all should be included in your plan for each venue and is applicable to all size institutions

Evacuation

1. The first step is for you to define all the potential hazards and scenarios that could cause a partial or full evacuation or sheltering	Depending upon the size of the venue and the number of attendees, this can be a massive undertaking that requires extensive planning and training	
2. Approach an evacuation by first assessing the potential hazards created by an incident. Then, recognize and understand the inherent strengths and weaknesses of the facility's infrastructure and available resources. It is best to develop an Evacuation Plan that considers the characteristics of a facility's infrastructure and then leverage all available resources		

Sheltering

1. Pre-determine sheltering locations and capacities (event based) for various weather or chemical release calamities	A foreknowledge allows for better understanding of potential outcomes	Use simulations if possible
2. Sheltering in place should always be considered an option for protecting venue spectators and participants		

Voluntary v. Mandatory

1. Time, conditions and circumstances will dictate whether your action is voluntary or mandatory		

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
• Anticipate that an incident could occur that causes a non-ordered impromptu/panic mass evacuation – consider how you will respond	Unanticipated incident	This is clearly the most dangerous of situations due to panic

COMMUNICATION   CDM

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Develop a pre-event communications strategy for all guests: to promote self-reliance, self-restraint and a shared responsibility of a Code of Conduct	Getting the message out using all means	Communication may take many forms - signage (posted non-electronic and electronic), public address, radio, social media, and in person – you should leverage all forms
2. Should use the facility's website and Social Media to obtain and provide information		

ACCESS CONTROL   CDM

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. All open access points should be manned and only authorized and screened individuals permitted to enter		
2. Utilize color coded ticket/credential boards at all entry points to assist patrons and staff for clarity, reducing confusion		

3. Secure the following areas from unauthorized access: • Locker Rooms • Suite Level • Concessions • Storage/Utilities • Playing surface		
4. Utilize marquees, public address systems and electronic message boards to communicate to the patrons entering the stadium the protective measures, procedures, restrictions, prohibited items and evacuation routes	Avoid confusion concerning what is and is not permitted, thus producing crowding and backups	
No Re-Entry Policy		
1. One way or the other, this should be a policy decision	Many issues are created by re-entry	This policy should be posted If it is a new policy, this will require advanced planning for implementation, wide distribution of information via media, letters, social media, etc. Build mechanisms in place for first season (i.e. football) to deal with people who are new or "didn't know"
2. The most logical policy is no re-entry		

Late Gate Opening Policy		
1. Should have a policy against late gate opening (shutting down ticket taking and screening) and allowing anyone to enter unchallenged	If not prevented this becomes your weakest link in security – trouble makers entering and prohibited items being brought in	This policy should be posted

ENTRANCE SCREENING   CDM

BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Refuse entry into the venue to anyone who declines his/her person or possessions being screened/searched		Consistency in applying the rules will help and having LE nearby is recommended Train personnel to be respectful of persons and possessions
2. Develop a procedure with law enforcement to address handling of dangerous prohibited items	This will prevent confusion at the gate if an item is discovered	
3. Post signs near all entrances clearly stating that no firearms or weapons are allowed in the facility		Signs should cite applicable statutes or ordinances for criminal violations
4. Have uniform police presence in the vicinity of games for screening backup		

Personal Screening		
1. Include some form of personal screening: visual inspections, pat downs, and/or metal detectors	To prevent prohibited items from being brought into the venue	• Visual observation is the least intrusive and the least reliable for the untrained eye.

(hand held wands/ walk thru) • May be random or mandatory 100% screening - Everyone needs to be screened, at least visually...no exceptions		• A pat down is the most intrusive and requires the most training due to sensitivity issues. If this method is used you should use all adults for this function. • Metal detectors (hand held or walkthrough) are very good for metallic items and require some fine tuning • The appearance of a professional and efficient screening operation is also an effective deterrent • Screenings should be done by non-sworn security personnel with LEO's as a back-up/support mechanism
2. Base personal screening processes upon threat/risk assessment (risk level you're willing to accept), current intelligence, past event history, indoor or outdoor event, situational awareness of the specific event and current world climate		Screenings in some form or fashion should be conducted at all venues. Increases to higher levels of screenings can be done on an event by event basis, based on current intel, past history, known VIP attendees, etc.
3. Develop procedures and training for whatever level of screening you adopt • Have male employees search male patrons and female employees search female patrons • Develop procedures and training for screening of small children and disabled patrons		Reviewing video coverage is a great tool for after-event analysis/learning of your screening process at all entry points

4. Train staff to be able to heighten personal screening/searches in case security conditions change		
5. If metal detectors are used, visually inspect whatever activates the detector		
6. In metal detectors are used, calibrate them before each use		
Possessions Screening		
1. Inspect ALL possessions, items, and/or containers being brought into the venue	To prevent prohibited items from being brought into the venue	By significantly reducing what patrons can bring into venues, you will cut your risk exponentially and greatly expedite the entry process Consider using clear bags for easier examination and to expedite entry
2. Conduct a visual inspection, requiring attendees to open their possessions and if necessary empty the contents onto a table		Consider using bins as in airports as an alternative to have available, instead of emptying contents onto a table – already socially acceptable and less likely to lose/drop property
3. Depending upon what you permit to be brought into the venue; you may need to set up tables for items to be placed for inspection		Tables speed up the process and provide a stable platform to place items for inspection Also serves as a barrier between staff and fans
4. Develop procedures and training for whatever level of screening you adopt	These things can prevent injuries and disease transfer to staff	

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
• Train screeners to NEVER put their hands into containers/purses • Provide 12" wooden dowel for screeners to use as a probe • Provide screeners with rubber/latex gloves		
5. Set up separate lanes for those with and without items to expedite entry		Make sure you have appropriate signage to reflect the with and without lanes/gates to help patrons discern the correct lane for them
Handling of Discarded Possessions		
1. Develop a procedure to address abandoned items	These items are often discarded around the entrance	Unless it is a weapon or illegal drug, LEO's should not control, store or dispose of items taken or disposed of at the gates. Non-LE security staff and/or venue personnel should be responsible for these items

TICKETING/CREDENTIALING		CDM
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Design and Implementation		
1. Develop standardized effective ticket and credential policies, procedures at campus executive level (not athletic dept. level), with input from Athletic Dept. and Law Enforcement	Controls access to approved individuals (media, staff, VIPS) to specific events and areas during specific times	Regardless of size this is an effective practice
2. Consolidate credential management under one central authority with AD and LE oversight		

3. Issue credentials on a single event basis and have an expiration		
4. Designate credentials for specific area access		
5. Do not grant non-credentialed individuals access or give credentials to non-working or unauthorized individuals		
6. Have a credential system that utilizes holograms, bar codes or photographs to identify the bearer, and that indicates by color code the stadium/arena areas to which the bearer has access		
7. Credential design should be simplistic, and visually oriented with few colors and/or designations • Widely display credential boards at all access points	Over complicated credentials requiring a complex credential board for interpretation can confuse the recipient as well as staff	
8. The design and color of credentials must be substantially different from those used in the prior season		

9. Issue photo credentials to all persons working the event, employees/staff, team and coaches, and approved media • All requests for credentials from the media should be in writing • Media should be required to pick up their credentials in person using photo ID		
10. Require credential holders pick access pass up in person with proper photo ID		
11. Credentials should be worn at all times and clearly displayed (except players and coaches on the bench)		
12. Conduct testing of access and credential system, and staff with patron appearing teams		
Background Screening		
1. Conduct a background screening on all vendors, employees, contractors, students volunteers prior to issuance of their credentials		NCS4 offers a cost effective program, coupled with training to accomplish screening
Training		
1. All ticketing and gate personnel should be knowledgeable about tickets and credentials	Patrons become upset when personnel do not know what they are doing	

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Sales		
1. Follow state laws and regulations		State Alcoholic Beverage personnel are a great resource and in most states will offer training
2. Train all sales personnel to recognize over indulgent patrons and refuse to serve them		
Use Policies/Procedures		
1. Create clear written alcohol possession and use polices • Specify that intoxication will not be tolerated, will result ejection or arrest, and enforce the policy	Public intoxication/ disorder Lack of policy Lack of enforcement often leads to other issues	Clear policy and procedures, communicated to patrons and dealt with zero-tolerance will put you in a more defensible position if something bad happens Ensure that visiting school fans are aware of your policies
2. Consider creating family friendly non-alcohol area(s)	Isolate drinkers from non-drinkers and minors where possible	
3. Train gate and usher staff on recognizing intoxicated patrons	Lack of trained staff	

Possession/Consumption		
1. If you have a no alcohol policy and you do not sell alcohol develop a procedure for dealing with individuals that are in possession and/or consuming alcohol		Communicating policies and procedures regarding alcohol use to patrons will put you in a more defensible position if something bad happens (i.e., zero-tolerance)
2. Develop a written procedure for dealing with underage drinkers and referral to LE		Make sure LE working your venue is aware of your policies
Intoxication/Enforcement		
1. Have gate staff turn away intoxicated individuals prior to entering and notify LE to handle * Document and photograph all violators	Prevent intoxicated individuals from entering event and causing problems	Handle all ejections for intoxication thru law enforcement and do not release intoxicated patron(s) out on their own – find a responsible person to release them too
Documentation		
1. Cite and record offenders, advise them they will not be permitted to attend events for the remainder of the season or next season if it is near the end of the current season	Need appropriate records for enforcement, statistical analysis and potential litigation	
2. Ensure accountability of all ejections through - identification, documentation and photograph * Turn the intoxicated offender over to a responsible person	Prevent ejected drunk offender from causing additional problems and liability to the school	This needs to be coordinated with LE (whether CLE or surrounding jurisdiction). LE should be called to handle intoxicated individuals when they are being ejected

Topical Area: Emergency Action Planning

PLANNING		EAP
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Develop and continually (prior to each season) revise a written Emergency Action Plan (EAP) for each campus sports facility • Develop in conjunction with all public safety agencies or at least have them review it • EAP should include specific measures to cope with and respond to all potential accidents and incidents	Being able to respond effectively to any incident requires pre-planning	This is scalable based upon your institution size, but driven by an effective risk/vulnerability assessment Most of the plan components (developed/written) can be used for each venue's plan These local and state agencies (who will be responding to your incidents) along with the FBI and DHS Protective Security Advisors are a tremendous resource

2.
EAP should address all Game Day and non-Game Day threats and emergency issues from an ALL-HAZARDS approach
		GUIDES
		Compliance regulations, laws and recommendations for your review:
		
		   a. NFPA 1600
		   b. EAP 29 CFR1910.38
		   c. Fire Prevention Plan 29 CFR1910.39
		   d. First Aid 29 CFR1910.151
		   e. Blood borne Pathogens (OSHA)
		   f. State Fire Codes
		   g. NCS4 – MGT-404 Sport and Special Event Incident Management

		h. NCS4-AWR-167 Sport Event Risk Management i. NIMS 100-800
3. 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		
4. Create a plan for staffing according to the particular event and the assessed threat		
5. Ensure plans are protected from unauthorized disclosure		

EXECUTIVE TEAM		EAP
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Establish an Executive Safety and Security Committee (ESSC) comprised of key organizational heads or their designees from federal, state and local – law enforcement, fire, medical, health service, and emergency management, and all appropriate facility/campus staff	Provides organization, reduces confusion and establishes accountability	This can be scaled based upon college/university/municipality size, geography and local environment
2. Have ESSC establish Specialized Management Coordination Components (SMCC) through committee process		This can be scaled to your environment and some committees combined

3.
 Appoint a lead agency/organization (and individual) for each SMCC to identify overall responsibility, discuss, setup each component and produce a written component plan. The following are recommended SMCCs:
 	
   a. Facility Security
   b. Facility Safety
   c. Intelligence
   d. Communications
   e. Traffic Control
   f. Fire and Rescue
   g. EMS/Medical
   h. EOD/WMD/Bomb Dogs
   i. Rapid Investigative Response
   j. Tactical Response
   k. Emergency Management
   l. Aviation
   m. Marine (if applicable)
   n. Dignitary Protection
   o. Parking/Tailgating Areas
   p. Background Screening/ Credentialing/Accreditation
   q. Evacuation/Sheltering
   r. Unified Joint Operations Center
   s. Public Information/Media Relations
		This can be scaled to your environment and some committees combined or multiple committees under one individual

EMERGENCY RESPONSE OBJECTIVES, MISSIONS, AND RESPONSIBILITIES   EAP

BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. EAP serves as a guide - providing direction, principles, information, management, coordination,	This provides an organized structure and response procedures should an	

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
roles, responsibilities and outline command and control for all-hazards response requirements and foreseeable circumstances	emergency/critical incident occur	
2. Provide response procedures to protect people and property during an incident		
3. Provide a structure for coordination between facility personnel and government authorities to promote an effective response and resolution		

COMMAND and CONTROL EAP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. The exercise of authority and direction by a properly designated leader, providing unity of command over assigned and attached components within a chain of command for the accomplishment of the mission affords fixed responsibility	One of the most important principles of effective inter-organizational performance is unity of effort with clear lines of command and control	
2. Under NIMS/ICS, during a specific crisis/incident the appropriate individual should be pre-designated as Incident Commander (IC) for each potential type of incident		For any incident you can pre-designate who will be the IC, generally it is an agency/ organization head (i.e., Police Chief, Fire Chief, etc.)

Jurisdictional Roles and Responsibilities

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Hold pre-event meetings should be held between decision makers to sort out and understand		Ideally, you would have annual major planning/reviewing meetings with all parties to

jurisdictional roles and responsibilities of the various public agencies		address ALL your venues plans, then as needed to modify/changes the plans and just prior to each event to ensure everyone is ready

NIMS/ICS

1. All schools should be trained in and during incidents operate under NIMS/ICS	A mandated system for operating crisis incidents across multiple jurisdictional levels and organizations	Training 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 CP to line operations	Communications is one of the most important, yet least attended, issues that arise during an event	This is clearly scalable based upon the size of your operation. Interagency communication is essential during a crisis and should be a high priority
2. Establish cross-jurisdictional communications capabilities especially in the UJOC through a convergence of all communications with capabilities for all entities (voice, data, video, PA systems and digital message boards)		
3. Test communication plan/equip in a working environment, ensuring the equipment and location is functional before each event * Install signal enhancement (repeaters) to ensure venue-wide coverage as necessary	Reliability of communication capability overall and in a high noise environment	

4. Ensure that you do not rely upon any single method/system of communicating for operational or emergency communications	Technology dependency and reliability under stress	Always have a back-up even if it is dispatching person to relay information. For large scale events consider bringing in cellular providers to supplement existing cellular infrastructure at the venue to accommodate large crowd use of cellular resources. First responders, consider the GETS and/or WPS program offered through the federal government to get priority phone service during an emergency
5. Have megaphones available as backup for crowd control • Also use first responder equipment PA's for emergency communications	Being prepared for the unexpected	
6. Develop audio and video scripts for all types of incidents with specific emergency announcement broadcasts		
Media/PIO		
1. Designate and authorize the Public Information Officer (PIO) to respond to the media and general public in the event of an incident so as to establish a single authorized, authoritative voice.	Preplanning and deciding who will handle media/ information reduces what will be a very chaotic environment during an incident/crisis	Try to use the most experienced individual, regardless of agency/ organization who will be available on-site during your event This may require a collaborative effort since different organizations may have different rules and goals

2. Develop policies and procedures to advise the media and general public of the situation to defuse rumors and panic		May already be addressed in institution's larger IM Plan
3. Develop a procedure for reuniting family members in the event of an incident and communicating this information		
Unified Joint Operations Center (UJOC)		
1. Each stadium/arena must have an identified facility for a Unified Joint Operations Center , the UJOC serves as the primary Command and Control - combining both Operations and Facilities Management	Particularly important to centralize communications when you do not have interagency communications	This term is interchangeably also may be called the MACC
2. The UJOC should be manned as a multi-agency equipped facility by ICS personnel.		
3. UJOC should be located outside the stadium/arena and designated as the primary overall operations center and as the fallback from S/AOC in the event the primary S/AOC has been evacuated or is not available for any reason. It is important to have a CCTV view of the seating bowl/playing field as well as views via CCTV cameras into other locations in and surrounding the facility with pan, tilt, and zoom as necessary. Communications capabilities should include outside landlines, cellular, stadium	UJOC inside the event facility risks becoming part of the problem, not part of the solution, especially if key personnel are trapped inside or incapacitated	Video storage capability for a minimum of 30 days

extension phones and direct lines/radio contact with for LE, Fire, EMS and key team officials.		
• Stadium/Arena Operations/Observation Center (S/AOC)		
1. S/AOC is optional for operations, but recommended for observation and should be located within the stadium/arena, having direct view of the seating bowl/playing field. S/AOC communications capabilities may include an outside land line; stadium extension phones and contact information for LE, Fire, EMS and key team officials.		
• Observation Posts (OP)		
1. Depending upon your facility/event and intel, you may have any number of OP's as necessary to afford you visibility and feedback from various areas surrounding your event with direct connectivity to the UJOC	You need eye and ears that give you the greatest possible coverage of your facility and surrounding areas – human OP's augment your camera coverage and are real-time actors	Whenever possible, you want LE/retired LE or people who have been trained observers that have that sixth sense to recognize the out of norm/ordinary
• Emergency Operations Center (EOC)		
1. Designate a city/county facility to serve as backup/support for the UJOC. Should the UJOC become nonfunctional this facility would assume the UJOC role	Backups are prudent preparation	Once again there needs to be partnerships/collaboration This could also be an off-site institution EOC
2. The EOC will require redundant communications (all forms) capability		

Blueprints, Maps, Diagrams, CAD		
1. Gather together all blueprints/CAD of buildings/facilities, area/aerial maps, utilities, photographs and diagrams for planning and implementation strategies Location directory/maps of: • Utilities locations (and shut-offs) • Electrical boxes and transformers • All ingress and egress points • Evacuation assembly points • Emergency shelter areas • Emergency vehicle staging areas • Hazardous material storage • Life safety equipment (first aid, AEDs, fire alarm manual pull stations)	It is too late to try and collect/find these during a crisis, but could mean the difference between life and death	There are various Crisis Management Systems on the market that contain modules to enter/maintain/recall these for use and transmission to public safety units FBI LEO offers a free event management system online
2. Make sure that copies, digital or paper, are maintained in the UJOC and are reviewed during planning sessions		

INCIDENT RESPONSE PLANS   EAP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. EAP needs to include response modules/plans for each area below, designating the Incident Commander for each		

Severe Weather		
1. The Severe Weather Plan should provide guidance, establish procedures, and assign responsibilities in severe weather situations • Review during briefings as applicable to the event. • Practice and test staff at least twice during a season for evacuation and shelter in place plans • Include communications technologies during testing	Severe thunderstorms, hail, high wind, tornados, flooding, ice storms and other adverse weather can endanger life, destroy property, and may hinder operations Minimizing injuries and property damage are top priorities	Establish liaison with the National Weather Service, as they can assist in plan development
2. When a severe weather warning, tornado watch or warning, or flood warning is issued, your plan should be implemented in some defined form		
3. Planning for evacuating/sheltering should specifically identify decision making levels authority, with one person on-site who will make the decision		
Power or Utility Failure		
1. Develop and practice a plan to deal with all potential weather emergencies (for your area) including evacuation/sheltering	Temporary outages are the most common and may be a nuisance or crisis	For events with more than 2000+ attendees, system specialists should be on-site during event in case of breakdown or outage of system.

2. All facilities should have emergency generators/backup batteries to power life safety, critical communications and evacuation lighting		If the facility is WIFI equipped, it should be included on emergency power since it is widely used today for critical communication
3. Have a pre-written announcements for power outages that are broadcast via PA and social media		
Active Shooter		
1. Develop and practice a plan to deal with an active shooter during an event		FBI and DHS offer programs to help schools develop plans. Collaborate with all surrounding agencies that may potentially respond
Aviation Incident		
1. Plan should address an aviation accident or attack to include UAVs		The FBI and the NTSB will always be in-charge of impact scene • FBI = Scene and evidence collection • NTSB = Incident cause
2. Plan should include liaison and contact information with the FAA		

Cyber Intrusion/Attack		
1. Develop and implement a security plan for computer and information systems hardware and software which includes defined cybersecurity requirements for any hardware or software to be procured and installed for use at and by the facility/event or other locations with critical links to the venues. • Establish requirements for credentials needed to access information, and require the regular resetting of passwords • Immediately cancel access for terminated employees. • Implement data loss prevention programs	Protect systems that have operations and control over various aspects of the facility	Many components of today's facilities are operated via cyber programs that control the components (i.e., HVAC, lighting, PA, video boards, etc.)
2. Develop an incident response plan to deal with an intrusion/attack/loss of data • Implement a forensic analysis following a cyber-attack that results in the theft of information, unauthorized access to systems, or disruption/destruction of systems		
3. Ensure personal devices connect to facility systems, do so only under clearly defined and secured processes		
4. Keep an accurate and current inventory of all facility-owned IT devices and users		

5. Define security requirements for third-party vendors or other non-school personnel who will be granted access to IT systems		
6. Provide training on information security policies, procedures, responsibilities, and incident reporting to all employees that use or have access to the facility's information technology systems.		
Maritime (If Applicable)		
1. If your facility is water accessible, have a marine patrol and life safety response capability to address criminal/terrorist incidents, accidents, "boat-gating"	Boats of various sizes can be used to deliver attacks Drinking and boating can/will present issues	
Crowd/Civil Disturbance/Rioting		
1. The crowd management plan should reflect the intended actions of venue security personnel, campus law enforcement , response of local law enforcement and the use of tactical teams	Considering competitor rivalries, alcohol consumption and celebratory rioting at or near events, the potential exists for an isolated incident to evolve into a major civil disturbance	Pre-planning is important to preventing an incident from getting out of control and precipitating violence; as well as a well-organized response
2. The plan should address throwing objects on the playing surface		
3. Define arrest conditions and temporary lodging and prisoner transport		

Structural Collapse

1. Identify and determine availability as well as response time in the event any internal or external resources are required to address a structural collapse (such as heavy equipment)		The cause of the collapse could be accidental or intentional, so may be associated with a precipitating incident - also covered in the EAP Also, consider that it may be a crime scene
2. Consider construction materials used in the facility and their current condition in response plan * This should also be addressed in your Risk Assessment		

Mass Casualty

1. Develop a plan that addresses campus/venue specific needs and layout to address mass casualty/fatalities	To address mass casualty incidents	All cities/counties in the U.S. are required to have Mass Casualty/Disaster Plans; therefore, the EAP should contain their plans as an annex. The city/county EMS Mass Casualty/Disaster Plan should be used as a template to facilitate preparedness and response planning

Earthquake (If Applicable)

1. If the venue is within an earthquake zone, prepare a plan to deal with the potential consequences	Depending upon the magnitude of the earthquake, it has the potential to produce mass casualties and significant property damage that rapidly overwhelm on-site resources You may have to handle with the	Some of your other plans, such as Structural Collapse and Mass Casualty, may be referenced in this plan

	resources you have if the quake impacts the larger area of your city/county	
2. The plan should include dealing with the consequences of damage to public utilities at your venue		

Evacuation/Relocation/Shelter-in-Place		
1. Establish a detailed plan for each venue that sets forth the who, what, when, where, and how of evacuation, relocation and shelter-in-place • Include a traffic management plan for evacuation • Identify sheltering space in and around the facility for all-hazards sheltering		Training Resource: NCS4-MGT-412 Sport and Special Event Evacuation Training and Exercise
2. During events ensure egress points have personnel posted and remain unlocked for evacuation or sheltering movement		
3. Ensure that you have evaluated all your potential sheltering areas against all possible incident types to determine their ability to offer sufficient protection from various perils (thunderstorms, lightning, hail, tornados, ice, flooding, hazardous chemical release) along with the total number of individuals each area can safely accommodate		

4. Conduct pre-game video presentations should be conducted of the venue evacuation plans		
Hazardous Materials		
1. Have a written plan for dealing with hazardous/toxic material exposure (fuels, propane, chemicals, fertilizers, garbage, sewage)	These are likely incidents that, because of mass numbers of people on-site, have the potential to be a mass casualty event	Your local fire department and emergency management, are great resources
2. Include a Material Safety Data Sheet (MSDS) prepared for all hazardous materials on-site, to include contact information for assistance and maintained in the UJOC	Knowing where to get the information is important Delays during crisis can be detrimental	
3. Address decontamination procedures and on-site capabilities		
4. Include procedures and security for fireworks, and other pyro if used during the event		
Bomb Threat/Suspicious Package/Bombing		
• Plan/Policy/Procedures		
1. Have a written plan that is part of the EAP that dictates criteria, roles/responsibilities and identifies who makes the call on evacuation or not for a bomb threat		FBI, DHS, BATF can assist in developing your plan

2. Make use of the unified command for assessment, decision process and response		
• Records and Retention		
1. Ensure that 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 is received		
• Threat Checklist		
1. Use Bomb Threat caller checklist and train staff who may receive calls • Install caller identification and/or coordinate phone call trap capability		
• Threat Assessment		
1. Create a Threat Evaluation Team that can be called upon when threat(s)		FBI, BATF, and DHS can assist with this
• Pre-Game Sweeps		
1. Create a program to require employees to check (white level search) their own work areas on a daily basis for anything out of the ordinary		

2. Establish pre-game sweeps, ideally a few hours before the event and keep controlled until gate opening		
• *Handling of Suspicious and/or Unattended Items*		
1. Determine the need for personal protective equipment for employees (e.g., toxic material detectors, breathing apparatus)	Some institutions have their own initial response personnel and they will need appropriate protective equipment	Smaller institutions will likely rely on public safety personnel to respond and handle this
2. Purchase, train and store equipment for ready use in the event of an incident	This is obviously dependent upon the level of resources of a given institution	
3. Prepare a document on "How to Recognize and Handle a Suspicious Package or Envelope" and train employees • All letters, envelopes and packages should be handled in accordance with instructions set forth in above document		Follow USPS, DHS, FBI or BATF suspicious mail and package best practices when preparing your "How to" document See NCS4 example
4. Consider processing mail off-site if possible • Any facility used for mail processing should have independent HVAC systems and alarms or monitoring systems that have current or pending SAFETY Act approval		

5. Ensure that all staff are trained on recognizing suspicious items and proper handling (protect the area and notify UJOC)		
• MOUs		
1. Ensure that all plans address the need, request for and response of resources beyond the campus' capabilities		
2. Have in place Memorandum of Understanding (MOU) agreements for those augmenting resources to ensure that the resources will be available and respond to when needed		
Weapons of Mass Destruction (WMD)		
• Chemical, Biological, Radiological, Nuclear		
1. Develop a plan to address the response of campus resources in the event of a WMD incident		WMD incidents by their very nature are criminal or terrorist acts and therefore are crime scenes Also, because of the magnitude of these types incidents, a major public safety/emergency management response will occur
2. Integrate your plan with the larger public safety/emergency management response plan		

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Prepare a BC/DR plan for each facility		Consider using your local DHS Protective Security Advisor and Infrastructure Protection Program to assist
2. Identify your security and safety needs		

AFTER-ACTION REVIEWS   EAP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. An After-Action Review (AAR) is an important component of the security and safety process	"Lessons Learned" are important to continuous improvement	
2. Conduct review after every event • 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 SMCCs as a format for the review - obviously the primary input is verbal, but the total review should include written reports, arrest reports, complaints, and video • WHO - key personnel who were at the event in managing roles and those who headed up the SMCCs • WHAT - a written AAR draft report should be prepare including all the information obtained and an analysis conducted - it should be provided	The reason is you want to capture the info while it is still fresh in everyone's mind This creates a relaxed environment	

to all meeting participants to review for completeness and accuracy		
3. After a review is completed, the final AAR should be produced with a list of recommendations – provide a copy to all participating entities		
4. Incorporate results of the AAR back into the planning cycle so what to keep, what to change, how and why changes should be made		

Topical Area: Routine Non-Game Day Operations/Measures

SECURITY		RNGDOM
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**

1.
Have procedures in place to deter, detect, delay and respond to sabotage
 	
• These may include:
 	
   a. Routine equipment inspections for tampering
   b. Awareness training
   c. Restricted access to sensitive areas		

ACCESS CONTROL   RNGDOM

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION

1.
Have documented and implemented strict visitor identification, escort, and access control procedures
 	
• These may include:
 	
   a. Visitor identity verification (Gov't ID)
   b. Temporary badging
   c. Escort by appropriate personnel
	Control who accesses your sports facility's when	

Topical Area: Risk and Threat Assessment/Vulnerabilities and Planning

ASSESSMENTS   RTAVP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. A Risk/Threat Analysis is one of the most important elements of a comprehensive safety and security plan	Without the assessment one cannot effectively develop and implement a security and safety plan –Because you won't know what you don't know!	The same elements are present for both small and large facilities - the scaling comes to play in its implementation
2. Conduct a Risk/Threat Assessment for vulnerabilities of ALL events and collect intelligence. Also include a detailed fire safety risk assessment and a medical response risk assessment. Take an all-hazards approach	Risks and threats exist, but until identified and ranked for mitigation there is a potential for disaster Risk is the possibility of loss resulting from a threat, security or safety	DHS offers assessment plans and a self-assessment tools specifically for sport facilities - your local PSA can assist NCS4 offers several documents that address this and has developed the Sport Risk Assessment

	incident, or event Risk Management is a systematic and analytical process to consider the likelihood that a threat will endanger an asset, individual or function Risk = Consequences X Probability	Model This model is meant to be a collaborative effort among all stakeholders Six common categories of risk to consider: a. **Historical** - what types of incidents have occurred in community, facility, and other facilities in area b. **Geographic** - what can happen as a result of the facility's location c. **Technological** - what can result from a process or system failure d. **Human Error** - what can be caused by a staff error, have they been trained, do they know what to do e. **Physical** - what can result from a design/construction issue of facility, utilities, facility plant f. **Regulatory** - what incidents or hazards are you regulated to deal with
3. Break down assessments into three components: • STATIC – these generally remain fixed with small variations over time, such as: nature of the facility and surrounding area • JOINT – this involves working with government organizations, community organizations, utilities and surrounding neighbors • DYNAMIC – this part involves things that can change quickly, such as: protected individual		

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
decides to attend, adverse weather, demonstration		

4.
Typical risk management cycle includes:
 	
   a. Identify the threats
   b. Establish what to protect and your vulnerabilities
   c. Identify measures to reduce risk
   d. Review security/safety measures and exercise your plans		

ESTABLISH ASSESSMENT TEAM   RTAVP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Establish a "Risk Assessment/Crisis Management Team," consisting of local/state/federal (as appropriate) law enforcement, fire, EMS and emergency management, internal stakeholders, including operations, facilities, technology and communications equipment staff		Or consider hiring a consulting team
2. Have this team conduct the assessment and prepare a written report		

CRITICAL ASSETS RTAVP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Develop a comprehensive profile including detailed lists and locations of critical assets with detailed maps/blueprints of each level showing routes of ingress and egress, location of communication equipment, parking areas, traffic flow and areas surrounding the stadium/venue	During a crisis it is too late to scramble together profile information and specific blueprints/diagrams	

CREATE CHECKLISTS RTAVP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. For completeness and consistency of the team, create checklists to be used during assessments		

DEVELOP RISK MITIGATION OPTIONS RTAVP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Once risks and threats are identified and understood, develop a mitigation plan to address those considered unacceptable		NCS4's SESA helps you to effectively identify and address your threats/vulnerabilities

THREAT RESPONSE PROTOCOL RTAVP

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Establish a Threat Response protocol for both event day and non-event day situations. Included in your EAP		

Topical Area: Sport Facilities Design/Environment

DESIGN (Overall) — SFDE

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Security/campus law enforcement should have a seat at the table during the design phase for sports facilities construction or renovation	Security/safety design input to ensure that experience and perspective are considered during the entire process to avoid issues after construction	Security or Campus Law Enforcement (CLE) offer an important perspective – if an institution does not have its own CLE it should seek out the local LE entity responsible for policing their campus

DESIGN (External) — SFDE

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Perimeter Control		
1. Employ Crime Prevention Through Environmental Design (CPTED) where applicable	More pleasing environment reduces stress and animosity	
2. Consider building permanent concrete/steel barriers (knee high to chest high) that are in architectural agreement with the facility	Venue design can be used to effectively direct the flow of patrons	These barriers can also double as seating, statues, monuments, elegant bollards, and raised plaques commemorating past accomplishments

DESIGN (Internal – Arena/Stadium) — SFDE

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Pedestrian Flow		
1. Design wide, unobstructed ramps and walkways within the underbelly of the venue bowl	This is less stressful on patrons and allows for efficient crowd egress in times of crisis	These wide areas under the bowl can also provide sheltering

• Wherever possible, ramps should be used in place of stairs	This allows access for wheelchairs and small vehicles	Overall symmetry of design is important: if patron knows their way around one section, they should know their way around all sections
2. Consider crowd management issues related to evacuation/sheltering up-front		

Team Tunnels

1. Keep tunnels used by home and visiting teams to enter playing surface covered as far out of stands as possible	This will reduce the potential of patrons accessing teams	

Playing Surface Intrusion

1. Include a vertical drop between the front row of stands and the playing surface	Fans rushing the field is a cause for concern	
2. Avoid using metal barricades and fencing at field level, as they quickly become a tripping and/or crushing hazard.		

POWER CONSIDERATIONS   SFDE

BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Include all security components/devices and operations centers should on Emergency Standby Power and plan for potential expansion	Items not proscribed by law or NFPA are frequently not on Emergency Power	Designers should remember to incorporate the infrastructure needed to properly supply these new, high tech cameras with power and protection from the elements

SURVEILLANCE CAMERAS (CCTV)

	BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1.	Utilize CCTV camera coverage, as it allows for complete 360-degree bowl coverage inside an arena or stadium	Visual coverage of the entire facility and surroundings reduces blind spots	CCTV is the most cost effective force multiplier for 24x7 venue coverage
2.	Position cameras to provide a complete 360-degree view of the venue perimeter, including parking facilities		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
3.	Should plan for future expansion when installing CCTV in new construction		

SFDE *(heading, right of SURVEILLANCE CAMERAS (CCTV))*

LIGHTING

	BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1.	Much consideration should be given to lighting, as it serves as a deterrent	Proper lighting can decrease crime and increase a sense of comfort	
2.	Ensure enhanced lighting around gate areas to facilitate person and possession screening at night events		
3.	Build in flexible lighting options inside the venue, so smaller and larger areas have individual/separate controls	Being able to shut off power and utilities can prevent the spread of fire	

SFDE *(heading, right of LIGHTING)*

HVAC SFDE

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Install total ventilation shut-off controls to prevent the spread of toxins		
2. Be able to regulate temperatures in different parts of the venue based on specific characteristics	This is an effective way to limit costs and keep patrons comfortable	

STRUCTURAL INTEGRITY SFDE

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Conduct annual structural inspections of all venues and document findings	This will provide an early warning of any potential issues	

OPERATION CENTER(S) SFDE

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Planning for and design of adequately sized Operation Centers is an important aspect for venues	UJOC and S/AOC	
Technology		
1. Accommodate real-time feeds that relay info from all critical venue infrastructure		This would include WIFI, radio, landlines, cellular, text, video
2. Serve as central convergence for all forms of communications (audio/ video/text/graphics)		

• Build wide, uninterrupted walls with installed 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	This will allow for real-time interpretation of crowd movement, threat detection and disaster response	

Topical Area: Staff Performance/Development/Training/Certification

RECRUITMENT and RETENTION OF PERSONNEL		SPDTC
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
Staff Positions		
1. Personnel that are properly screened, trained, and equipped constitute the primary element of a successful security and safety program	Failure to implement this is the biggest threat to successful litigation against your facility	This is scalable based upon your institution size, but driven by an effective risk/vulnerability assessment
2. Maintain an adequately sized, equipped, and trained security /safety force based upon your facility/event and risk assessment		
3. Find creative ways to establish a cadre of security and safety personnel that can be used through multiple sports venues and seasons on campus	Addresses high turnover Easier to train and maintain	Contracting is one possibility, so is ROTC, etc. Select – Train – Test - Deploy

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Establish multiple facility/position-relevant training programs that are preferably computer based and required for all personnel (should include volunteer staff)	Time, availability, location, cost, length, curriculum, and instructor are all issues that affect the content, quality, consistency and reliability. Potential for legal liabilities exist for insufficiently trained personnel	NCS4 offers multiple training programs both online-based, classroom, and seminars
2. Specify basic training requirements • Include guest relations, problem solving, and basic security procedures		This can take different forms; paper documents, online modules, or classroom presentation
3. Setup periodic refresher training for full-time personnel, at least annually	Things change, programs and personnel need to stay current	
4. Hold annual (or as necessary) training for security personnel and gate staff to instruct them on proper Fan Screening and Inspection techniques, with a record of training maintained • 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		

	BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1.	Develop, implement and maintain an effective staff training program that covers training ALL staff levels		NCS4 can assist you with developing training programs

2.	Document ALL training and retain these records in paper or digital format for at least 5 years or more if minimum is required by your laws
	
	• Training records may include:
	
	  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
		This will assist in mitigating legal liabilities surrounding staff training and capabilities	If you contract services, the company you contract from should provide you with the training records for those individuals working your venues and should require in your contract elements a – f (to the left)

3.	Document ALL drills/exercises and retain these records in paper or digital format for at least 5 years
	
	• Exercise records should include:
	
	  a. Description of drill/exercise
	  b. Date held
	  c. List of participants
	  d. List of equipment tested or employed in the exercise
		This will assist in mitigating legal liabilities surrounding staff training and capabilities	If you contract services, the company you contract from should provide you with the training records for those individuals working your venues and should require in your contract elements a – f (to the left)

e. Name(s) and qualifications of the exercise director(s) f. Any lessons learned to improve planning and response		
Continuous Improvement Cycle		
1. Establish a Continuous Improvement Cycle program	Keeps staff motivated and feeds their inner desire to learn and gain self-satisfaction	
2. Establish a Continuous Improvement Inventory of metrics for facilities safety, security and incident management systems		NCS4 has a list of suggested metrics
3. Establish a program to reward positive behavior/execution/ practice of what they have learned		This keeps staff motivated

STANDARDS and CERTIFICATIONS   SPDTC

BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Adopt standards and seek certifications for both the school/facilities and personnel employed in sport safety and security functions	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	NCS4 offers standards and certifications including the NCS4 SESA Program

BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Conduct a background check on all personnel working in any capacity of an event (paid or volunteer) based upon their position	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. These project a poor image and reflects badly upon the venue/ institution	NCS4 offers a cost effective certification program that includes background screening
2. Ensure personnel meet certain basic skills based upon the role and responsibilities they will assume • A job related test can assist in evaluating candidates	Venue positions aren't simple/non-thinking roles Front-end effort pays off during the event and over the season	NCS4 can assist in defining these skills
3. Ensure personnel meet basic social communication skills/image as they will be interacting with client/customers		Consider ROTC students who are pre-screened and can be held much more accountable. Also, consider using athletes – basketball players during football season and visa-versa. Fraternities/sororities are other possible sources of workers that the campus can influence

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Specify all details of required expectations of performance, roles, skills, qualifications and measurements in contracts • Set high standards and hold contractor to set standards – ensure they know the standards when they apply/compete for the contract	To avoid poor contractor performance and legal issues later	NCS4 can assist with requirements
2. Conduct due diligence of potential contractor • Require references and check them out		
3. Once onboard, integrate into your planning, training and unified command structure	Avoid "us and them" as it will be defeating	
4. Ensure that security officers employed at the venue, who are not active law enforcement personnel, are licensed and/or certified by a state regulatory body where licensing and/or certification is required or available		
5. Keep track of licensing and certification renewals to ensure they remain valid/current for contract services		

| 6.
Ensure contract staff are given facility familiarization/orientation | They can't help patrons if they don't the layout | |

RELATIONSHIP BETWEEN 3RD PARTY/POLICE/EVENT ADMIN — SPDTC

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Schedule meetings between all parties to facilitate coordination and an understanding of each other's roles • This should occur every time any party and/or venue changes	Eliminate potential friction	Include in Post Orders

UJOC/SOC/EOC OPERATIONS — SPDTC

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Staff and train sufficient personnel to effectively operate your OP centers	Heart of your operations	Exercises will help them to integrate
2. Train personnel working in these centers in their roles within the centers and conduct exercises to test their familiarization on a regular basis	This is important because they are multi-organizations	Training and exercises may vary due to the size of the institution and the complexity of the events or venue, but at the least should occur prior to each sports season

POST ORDERS SPDTC

	BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1.	For all events and venues (regardless of size), prepare and employ Post Orders for all 1st and 2nd Level Staff (Full-time, part-time, contract) that are both printed and electronic (digital)	Frequently game day workers - often part-time, seasonal, volunteer or third party contract - lack familiarity of the facility as well as their role, responsibilities, methods of communication, and EAP	NCS4 can provide a template
2.	Post Orders should include post description, role, responsibility, communication, emergency procedures and equipment for that post		
3.	Post Orders should be simple, such as in a bulleted format, on laminated cards for each staff member (Full-time, part-time, contract)		

TOOLS FOR EMPLOYEES SPDTC

	BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1.	Ensure your staff has the necessary tools to perform their tasks and are trained in using them. Tools may include: a. Radio b. Cell Phone/smartphone c. Flashlight d. Guide	Properly equipped and trained	

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Private Security and Law Enforcement		
1. If you use private security, establish boundaries, accountability and partnering with the law enforcement		
2. Plan and train together to help build a team approach		

EXERCISES
SPDTC

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Plan and conduct exercises of all plans at least annually • To ensure all plans meet current conditions and that all involved individuals will respond properly, the plans should be exercised on a regular basis	Exercises are extensive operations or maneuvers, intended to train personnel, assess capabilities; action, activity, or undertaking; intended to evaluate knowledge or skill. Exercises have many benefits: a. Reduce problems, mistakes or omissions that can occur during an actual crisis b. Time spent producing and participating will pay off when crisis occurs c. Helps eliminate "it can't happen here" attitude	Exercises are scalable as to organization and type of exercise of which there are four main types: • ORIENTATION a. Provides overview of plan b. Familiarizes participants c. Use when new plan or team members d. Informal, easy and low stress e. Planning cycle 30 days, duration 1 hour • TABLETOP a. Scenario in narrative format b. Practices team building and problem solving

		c. Addresses one issue at a time
		d. Somewhat detailed with a medium stress level
		e. Planning cycle 2-3 months, duration 2-4 hours
		• FUNCTIONAL
		a. Simulates scenario as realistically as possible
		b. Short of mobilizing personnel, equipment and resources to an actual site
		c. Evaluates specific functions
		d. Typically detailed with high stress level
		e. Planning cycle 6-8 months, duration 4-6 hours
		• FULL SCALE
		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
		NCS4, FBI and DHS offer exercise services

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
2. Employ exercises to test your plan, implementation and execution		Personnel must be aware of plans prior to exercise
3. Document exercises, indicating the scope and duration, names of personnel who participated, actions for improvement, and recommendations for plan modifications	For litigation purposes	

Topical Area: 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 President/Chancellor and Executive Team		
1. Shine a positive light on what your department/agency is doing correctly	Don't just be the bearer of bad news	
2. Provide a bi-annual safety and security preparations briefing to your campus Executive Team, so they can see the effort and depth of planning		
3. Set up educational/informative briefings for Executive Team and all campus departments concerning campus safety and security	Establish relationships and buy-ins	

CODE OF CONDUCT | | SSAC

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Develop and maintain a "Fan Code of Conduct" • Post the team's "Fan Code of Conduct" in conspicuous areas throughout the venues' and on the video board prior to the start of each game • Enforce the Code of Conduct once it is established • Advise fans, via a public address announcement and/or in-park signage, not to interfere with play, and that a fan who interferes may be subject to ejection from the arena/stadium	Set the bar of what is and isn't acceptable Enforcement discourages unwanted behavior	Regardless of institution size this is important and generally exist in many other areas of campus

CAMPAIGN TO INFORM | | SSAC

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Establish a "Security Awareness Campaign" through information provided on websites, social media, team mailings and signage in the stadium and arena to reach out to patrons/students to encourage proper behavior and reporting of suspicious activity		
2. Use fraternity, sorority, alumni and donor communities to get the word out and to help underwrite the program	Ultimately get total campus/community buy-in Fill relationship building void	Look for all potential resources for buy-in and to get the word out

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
3. Establish a daily effort of positive interaction between students, faculty and Law Enforcement	Build bonds	
4. Establish Community Watch/Policing Program throughout the campus or similar program	Community takes on a role in self-awareness and protection	How and exactly what is implemented will depend on campus issues, size, geography (urban or rural) and neighborhood

Topical Area: Technology Use/Implementation/Innovation/Information Management

TECHNOLOGY USE		TUIIIM
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Identify who owns and has budget responsibility for technical systems for the following: • Purchase and Installation • Maintenance and Service • Insourced or outsourced agreement • Upgrades and Enhancements	Users frequently are not the owners responsible for technology systems (i.e. -CCTV, Card Access, UPS) Therefore, without control you must communicate and collaborate to ensure needs are met	

INFORMATION MANAGEMENT TUIIM

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Identify who owns the information policies and content related to and generated by the employed technology system: • Control and use of the system • Controls and views content and reports • Grants permissions and releases information	Users frequently are not the owners responsible for technology systems, however, they maybe the owners of the information Therefore, without control you must communicate and collaborate to ensure needs are met	No matter the size or your organization, collaborating/partnering almost always results in a better outcome. Don't wait on others - Lead the Way! Test IT prior to each event to include video cameras and recording capabilities
2. Confirm the reliability of the system and the data, along with the availability of the information through either automated diagnostics or manual testing, at least annually	Unreliable and unavailable data is worthless	Take ownership with what is yours and partner with the groups over what you don't own Test IT prior to each event to include video cameras and recording capabilities

SIMULATION SOFTWARE TUIIIM

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Employ three-dimensional schematics of venue and surrounding areas - allowing for real time interpretation/simulation of crowd movement, threat detection, and disaster response.		To the extent it is affordable in your environment Limited applications are better that none at all
2. Implement software for CCTV cameras that can allow them to automatically detect and diagnose certain threats, and alert security personnel as to the location	Human limitations of monitoring multiple feeds can be compensated with technology	Look for creative ways to partner with marketing, sales, and concessions for duel use technologies - for which they may pay

INNOVATION   TUIIIM

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. For missing/lost kids and/or seniors - obtain a digital photo from a relative /friend's smartphone/device that can be sent to staff and/or broadcast on video monitors	Every event has missing/lost kids or seniors which is manpower intensive – communicating a picture offers quicker identification	Utilize facility/agency provided or personal smartphones with imbedded software and free apps Venue/LEOs should have a listing of all employee cell/ smartphone numbers for each event so photos can be distributed. These should be disseminated by EOC and not an individual officer. May need consent to distribute
2. For ejected individual(s) , take a photo when ejected that can be sent to all gate staff and officers to prevent re-entry and maintain in records	Instant transmission to multiple staff to prevent re-entry Records maintenance	Set up distribution groups for easier and faster transmission of information Venue/LEOs should have a listing of all employee cell/ smartphone numbers for each event so photos can be distributed. Should be disseminated by EOC and not an individual officer. * May need consent to distribute

SOCIAL MEDIA   TUIIIM

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Campus' administrations and CLE should build expertise and experience with social media platforms (Text, Twitter, Facebook, Snapchat, etc.)	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 inform them with event info	No matter the size of your institution you can find creative ways to implement a social media communication and monitoring program

BEST PRACTICE		
2. Develop social media policies and procedures for the purpose of public safety and security use		
3. Consider social media as a critical technology for effective inbound and outbound communication for sporting event safety and security		Consider piggybacking on marketing/sales acquisition of social media tools
4. Assign a qualified dedicated person to monitor and communicate via Social Media • Monitor social media activity for security and threat issues • Follow visiting team fan sites and social media feeds to anticipate potential issues		Work with University's public information/communications department to staff this and bring in LEO's as needed (depending on the event)
5. Use social media to inform attendees of security, weather or other emergency issues and monitor feedback		

SURVEILLANCE CAMERAS (CCTV) TUIIIM

BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
1. Develop a business case for video's value to enhance security, reduce risk and thereby protect brand people - thus creating an ROI to the institution	Video is a force multiplier by enhancing and/or reducing guard tour costs and activities, generating situational awareness of live activities or documenting prior events for risk/liability and training purposes	Consider teaming with different campus entities that would derive value from investing in camera coverage. Don't forget surrounding businesses and alumni groups

2. Design and implement an IP based digital CCTV system that delivers video information in a usable security and safety context - both inside and outside of venues		See NCS4 Lab study This will also be driven by your risk/vulnerability assessment
3. Provide for central (CP/Ops) and remote viewing/monitoring		Technology exists to allow officer viewing on a smartphone
4. Understand and explore analytics to enhance/interpret/spot anomalies that are drawing viewers' attention and adding value	Predictive/preventive	
5. Have sufficient storage capacity to retain images for at least 15 days on CCTV systems • Develop a retention policy regarding length, storage, custody and disposal of digital images	To capture an entire event and have the capacity to review for improvement, identification and potential evidence	Should test prior to each event the video cameras and recording capabilities Optimally, you may want to retain the images for 6 months to protect the institution in potential litigation

WEATHER TECHNOLOGY		TUIIIM
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Employ weather monitoring technology on-site with a trained meteorologist who has access to off-site radar, computer-based modeling and interpretation software	Weather is the most prevalent issue facing most venues, so the more advance warning you can get the better	Check with your local TV station and offer your facility as a monitoring base for their meteorologist. These will allow for duel use and give you greater accuracy

2. Employ multiple communication tools (PA, video boards, radio, sirens, social media, etc.) to alert and advise of impending weather issues and actions for attendees to follow • Test these tools prior to each event	Need to communicate information in a timely manner through multiple media	If venue is actually on campus or institution leases venue for a sanctioned institution event, mass notifications of crimes, imminent life threatening events, etc. are required by the Clery Act.

APPENDICES

Appendix I: Table of Abbreviations

AAR	After Action Review		ID	Identification
AD	Athletic Department		Intel	Intelligence
AED	Automated External Defibrillator		IT	Information Technology
BATF	Bureau of Alcohol, Tobacco and Firearms		JTTF	Joint Terrorism Task Force
CAD	Computer Aided Drawing		LE	Law Enforcement
CCS	Concentric Circles of Security		LEO	Law Enforcement Officer
CCTV	Closed Circuit Television (i.e., video surveillance)		MACC	Multi Agency Command Center
CLE	Campus Law Enforcement		MSDS	Material Safety Data Sheet
CP	Command Post		NIMS	National Incident Management System
CPTED	Crime Prevention through Environmental Design		NTSB	National Transportation Safety Board
DHS	Department of Homeland Security		NWS	National Weather Service
FBI	Federal Bureau of Investigation		PA	Public Address System
FEMA	Federal Emergency Management Agency		ROTC	Reserve Officer Training Course
EAP	Emergency Action Plan (synonym: Incident Action Plan)		S/AOC	Stadium/Arena Operations Center
EM	Emergency Management		SESA	Sport Event Security Aware
EMS	Emergency Medical Services		SMCC	Specialized Management Coordination Committee
EMT	Emergency Medical Technician		UAV	Unmanned Aerial Vehicle
EOC	Emergency Operations Center		UJOC	Unified Joint Operations Center
EOD	Explosive Ordinance Disposal		UPS	Uninterrupted Power System
FAA	Federal Aviation Administration		USPS	US Postal Service
GETS	Government Emergency Telecommunications Service		VBIED	Vehicle Borne Improvised Explosive Device
HVAC	Heating, Ventilation, Air Conditioning		WMD	Weapons of Mass Destruction
IC	Incident Commander		WPS	Wireless Priority Service
ICS	Incident Command System			

Appendix II: Authoritative Reference List and Relevant Courses

ASIS Business Continuity Guidelines

ASIS SPC.1-2009

AWR: Sport Event Risk Management

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

Customer Service Skills for Success by Robert Lucas

Department of Homeland Security Legal Division Handbook

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

DHS Protective Measures Guide for US Sports Leagues

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

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

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

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

Appendix III: National Intercollegiate Athletics Safety and Security Summit Steering Committee

Vinny Bocchino

Evan Feinglass

Cass Ferguson

Bill Givens

Nate Hayden

Gloria Kaci

John King

Keith Lambert

Greg Schulze

Jeff Steele

Alfred White

Dave Oslund

Appendix IV: January 28-30, 2014 National Intercollegiate Athletics Safety and Security Summit Attendees and Best Practices Contributors

Brian Allen	Eric Evans	Ian Kendrick	Ed Reynolds
Jim Ammons	Evan Feinglass	John King	Mike Richardson
Dawn Anderson	Cass Ferguson	Jake Kuennen	Adam Rodriguez
Tony Anuszewski	Josh Field	Keith Lambert	Mike Samp
Tim Atkinson	Eddie Fleming	Craig Lee	Robert Sartin
Daniel Benitez	Debbi Fletcher	Arnie Lemmon	Andrea Schultz
Dr. Rodney Bennett	Dr. Peter Fos	James Lewis	Greg Schulze
Mark Bergstrom	Jennifer Gant	Dr. R. Boden Lofton	Doug Schwandt
Craig Biggs	Gary Gardner	Brian Logan	Brad Scott
Vinny Bocchino	Katie Gerlach	Katie Lohe	Phil Shaw
Mark Bodenschatz	Bret Gilliland	Lou Marciani	Steve Shelow
Amanda Bowen	Bill Givens	Mark McCourt	Emily Simerly
Roy Brewer	Jacob Hall	Benjamin McNulty	Russ Simons
Jennifer Brown	Stacey Hall	Steve Miller	Jeff Spoerndle
Shonna Brown	Jeffrey Harvey	Charles Miner	Jeff Steele
Ronny Bush	Kerry Hatchett	Joe Monroe	Brad Stinnett
Tommy Carswell	Nate Hayden	Richard Morman	Jeremy Stolfa
Rafael Casas	Mark Helgeson	David Myers	Broede Stucky
Michael Ceperley	Christopher	David Oliver	Elli Voorhees
Randal Cerovsky	Hennen	Dave Oslund	Darryl Walker
Sharon Cessna	Abigail Hews	Raymond Ottman	Randall West
Alphonse Davis	James Hixson	Donald Paisant	Terry Wheeler
Marc DeCoulode	Mike "Buzz" Huber	Jake Palmer	Alfred White
Paul Denton	Jay Huff	Michael Patten	Algen Williams
Derek Doolittle	Gloria Kaci	Alana Penza	Brian Womack
Tyson Drew	Donald Keith	Monica Ray	Tony Zoghieb
Cherrell Dublin	Jonathan Kelly	Azizur Rahman	