

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

INTERCOLLEGIATE ATHLETICS SAFETY AND SECURITY BEST PRACTICES GUIDE

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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 (NCS⁴) at the University of Southern Mississippi hosted the second annual **National Intercollegiate Athletics Safety and Security Summit** on January 27-29, 2015. Representatives from university and college athletic administrations, athletic conferences, Bowls, and public safety agencies addressed current safety and security issues facing intercollegiate athletics, identified solutions as well as proposed future best practices and implementation strategies.

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 NCS⁴ 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in the development of a researched-based model for effective security management of university sport events, and the unpublished dissertation, *Standards for Effective Security Management of University Sport Venues* (Hall, S., 2006), established standards to assist university and college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 NCS⁴, 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.

We are now producing our Third Edition of the *Intercollegiate Athletics Safety and Security Best Practices Guide*, with expanded Best Practices and Implementation Strategies.

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, when properly implemented, has been shown to work effectively and produce successful outcomes and is supported to some degree by subjective and objective data sources.

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: (Annually)

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

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BEST PRACTICES

Topical Area: Game Day Plan

RISK ASSESSMENT/THREAT ENVIRONMENT		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a “Risk Assessment/Crisis Management Team” consisting of:</p> <ul style="list-style-type: none"> • Collegiate/local/state/federal (as appropriate) law enforcement • Fire department • EMS and emergency management • Internal stakeholders, including operations, facilities, technology and communications and equipment staff 		<p>See RTAVMP Section</p> <p>NCS4 Risk Assessment Class</p> <p>If multiple jurisdictions, ensure that they are all included.</p>
<p>2. Each event should have a pre-prepared Emergency Action Plan from which to operate by in case of an emergency/incident taking an ALL-HAZARDS approach.</p> <ul style="list-style-type: none"> • Public Safety agencies will take the lead for the EAP with close collaboration with the Athletic Department. • The appropriate individual should be pre-designated as Incident Commander for each potential type of incident. 	<p>Pre-planning, anticipate and preparation</p> <p>Roles and responsibilities</p>	<p>This should occur regardless of the size of event. Smaller events will not be as complex and will likely not change as often, so initial investment will be the hardest but maintaining it for multiple annual use will be easier.</p> <p>The size and complexity of the written EAP will be driven based upon the Risk Assessment, size and impact of the event, number of attendees, history of prior events and threats. EAP may also incorporate several smaller events with a separate section for each specific type of event.</p> <p>See EAP Section</p>

<p>3. Instructions and mechanisms should be in place for all incoming threats, whether telephonic or via any other mediums. All incoming threats should be properly recorded and preserved.</p>	<p>Protects you during litigation and provides proper documentation for analysis, investigations and lessons learned.</p>	<p>See EAP Section</p>
<p>4. Report threats received at adjacent facilities (buildings, train or subway stations, businesses, fuel storage, factories, etc.) to the UJOC and/or S/AOC.</p> <ul style="list-style-type: none"> • 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. • Review and test before each event to ensure contact numbers are correct. 	<p>Eliminate surprises.</p>	<p>Your surroundings have the potential to impact you, your participants and spectators so you must be aware and monitor the area.</p> <p>Keep your staff informed.</p> <p>Ensure that the notification list remains current by updating every four months and/or when contact changes occur.</p>
<p>5. Conduct weekly game management meetings that address risk management issues for all games/events prior to the actual event to address mitigation where required.</p>	<p>Planning and preparation is a year round function.</p>	<p>Sports events for most institutions occur year around so these weekly meetings should occur through all seasons of ALL sports events.</p>
<p>6. Create as part of your assessment a team to review social media, monitoring for threatening information.</p>	<p>Monitor and assess threats.</p>	<p>Consider for team make-up Law Enforcement, Human Resources, psychologist, student affairs all from campus.</p>

Situational and Operational Awareness		
<p>1. Accessing and sharing information between various agencies and organizations may be challenging, but is necessary for developing effective situational and operational awareness.</p>	<p>Effective information sharing thru collaboration.</p> <p>Must be “consumable” and “actionable” to be useful.</p>	<p>Set up an email group for the appropriate individuals to ensure cross information sharing.</p>
<p>2. Train ALL staff and volunteers to be observant and report unusual/out of character or inappropriate activity to the UJOC. Document all training.</p> <ul style="list-style-type: none"> • Explain examples of unusual behavior and inappropriate activity for all non-Law Enforcement personnel. • Include ushers, food service workers, maintenance in this training. • Broadcast (using all mediums) ‘See Something - Say Something’ giving them a way and to whom they should report. 	<p>Documented prevention efforts will serve you well in any litigation.</p>	<p>This can and should be undertaken regardless of institution size. NCS4 offers online training courses for various staff and thru the current certification programs.</p> <p>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.</p> <p>Offer different mediums to report information (i.e. phone, website, text, twitter or an individual).</p> <p>Front line staff (security personnel, gate attendants, ushers, concession workers, field attendants, maintenance workers, etc.) are a great source of intelligence/situational information, since most work multiple events they notice what is out of the norm.</p>

<p>3. Use plainclothes officer(s) who are strategically placed throughout the venue to observe and report.</p> <ul style="list-style-type: none"> • Surveillance and counter surveillance teams are appropriate in external locations as well as within a venue. • Use in conjunction with CCTV. 	<p>These trained eyes and ears are used to complement CCTV if present.</p> <p>Better observation</p>	<p>To extent possible, try to use the same plainclothes officers for each event as they become familiar with what is out of ordinary for any game (same for officers monitoring CCTV).</p> <p>One of the best places is roofs or elevated platforms within the superstructure, as well as outside and mingling thru the venue. If available, consider mounted units. They are great to observe from their elevated position and are also good for crowd control.</p> <p>This is something that is scalable based upon the size of the campus, event (i.e. small attended baseball game vs. a large attended football game), intelligence and history. These factors will also determine the numbers to be deployed.</p> <p>You may not have enough officers or even CCTVs available so invite surrounding jurisdictions to provide officers to assist as they may want to use your game to hone their officers' skills (use as training).</p>
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COMMAND and CONTROL		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Planning		
<p>1. All parties from Public Safety (police, fire, EMS, Emergency Management) to Athletic Dept. and Facilities should be at the planning table so roles and responsibilities are pre-defined and appropriate command and control is exercised during the event. There should be clear lines distinguishing between the roles of Event Operations vs. Public Safety.</p> <ul style="list-style-type: none"> Practice these roles during at least one table-top exercise annually. With multi-jurisdictions, local resources are normally under the direction of their jurisdiction until an EAP incident occurs, then ICS invokes. 	<p>Avoid confusion on Game Days, through coordination and in the event of an incident by following NIMS/ICS.</p> <p>Ensures that all entities have representation.</p> <p>It is too late to meet at the incident and it will take away critical time from the incident response by discussing how to develop a plan at the scene.</p>	<p>This should occur regardless of the size of the institution/event and should include external resources that might respond to incidents. For smaller campuses it means there will be fewer people, but all components should be represented, including senior leaders.</p> <p>Agency/organization representatives in UJOC and designated Incident Commanders should have full authority to make timely decisions.</p> <p>Pre-define the authorities to act.</p> <p>For small events some resources maybe on stand-by, but pre-informed of their role, responsibility and details of the event.</p>
<p>2. Produce a Command Matrix (and staffing plan) listing from top to bottom of who reports to whom consistent with Event Operations and NIMS/ICS, divided into:</p>	<p>Role awareness and organization</p>	<p>This should be prepared regardless of the size of the event.</p>

<p><i>Operations Management:</i></p> <ul style="list-style-type: none"> • Administration • Broadcast Teams • Event Staff • Gate Screening • Marketing Promotions • Merchandise • Parking/Tailgating Staff • Public Safety/Emergency Response (LE, Fire, EMS, EM) • Ticket Staff • Transportation <p><i>Facilities Management:</i></p> <ul style="list-style-type: none"> • Adjacent Structures • Athletic Department • Grounds • Housekeeping • IT • Physical Plant • Team Logistics 		<p>Use components and a staffing size applicable and appropriate for your event.</p> <p>All components on left may not be required for all events.</p>
<p>Communications</p>		
<p>1. Develop an Operations/Communications plan that includes options and alternative methods to communicate at all levels from CP to line operations.</p>	<p>Communications is one of the most important, yet least attended issues that arises during an event.</p>	<p>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.</p>

<p>2. Establish cross-jurisdictional communications capabilities especially in the UJOC through a convergence of all communications, including capabilities for all entities (i.e. voice, data, video, audio, PA systems and digital message boards).</p>	<p>This convergence in the UJOC prevents any entity from not being aware of another entity’s activity or information.</p> <p>Saves valuable time during incidents.</p>	<p>County and state Emergency Management can assist especially smaller institutions.</p> <p>You may not have all these capabilities, but what you have should terminate in a single location; UJOC at a minimum.</p> <p>Consider having a SAT phone as a backup.</p>
<p>3. Test communication plan/equipment in a working environment to ensure the equipment and location is functional before each event.</p>	<p>Reliability of overall communication capability and in a high noise environment.</p>	<p>Applicable to all events regardless of institutions size.</p>
<p>4. Ensure that you do not rely upon any <u>single</u> method/system of communicating for operational or emergency communications.</p> <ul style="list-style-type: none"> • Especially cellphones as they are the first to go out in a crisis 	<p>Technology dependency and reliability under stress.</p>	<p>Use all means and methods to communicate and test these.</p> <p>A new capability exists, being used by some universities, called Long Range Acoustic Hailing Device (LRAD) system.</p>
<p>5. Have megaphones available as a backup for crowd control/participant notification.</p> <ul style="list-style-type: none"> • Also use first responder equipment PA’s for emergency communications 	<p>Be prepared in case normal avenues fail.</p>	<p>Test in a crowd environment to see if the messages can be heard/seen, understood and acted upon.</p> <p>New megaphone’s offer the capability of pre-recorded messages for various incident types to communicate with patrons.</p>

EVENT STAFFING			GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Provide appropriate staffing levels for all events based upon anticipated attendance numbers, the type of event, history, intelligence and recognized risks/threats.</p> <ul style="list-style-type: none"> 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), as suggested by IAVM and NFPA. 	<p>Sufficient coverage for event.</p>	<p>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. Staffing numbers should be defensible if things go badly wrong, based upon and part of your risk assessment.</p> <p>For smaller schools, many, if not most, staffing may be volunteers, so understanding their roles and responsibilities will be your greatest challenge.</p>	
INTELLIGENCE/COLLECTION/SHARING			GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Establish a plan for handling the collection, maintenance, sharing and protection of information.</p> <ul style="list-style-type: none"> Establish a program for staff situational awareness. 	<p>Intelligence is essential for planning, anticipating, implementing your plan and maintaining situational awareness - this includes information that may threaten the event (crime, terrorism, weather, other community activities, etc.).</p>	<p>Information should be handled on a need to know basis, shared with as many unified command personal as necessary.</p> <p>Fusion Centers may have a good model for handling, collecting, analyzing, sharing, etc.</p>	
<p>2. The primary law enforcement agency responsible for the event is the best choice for handling and/or protecting intelligence material.</p>	<p>Safeguard information.</p>	<p>Your FBI JTTF and Field Intel Group (FIG) are also good sources of broader intel.</p> <p>All sources are important inputs (local, state Law Enforcement and Fusion Centers).</p>	

INTELLIGENCE/ANALYSIS FUSION			GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
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 assessment, planning and implementation /response.	This intelligence, in conjunction with your Risk/Threat/Vulnerability assessment, will allow for effective planning regardless of the institution size.	
Public/Private Collaboration			
1. Establish liaison with the local FBI JTTF and state Fusion Center.	Enhance information sharing.	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, and community policing units in the area of your event.		www.infragard.org Local city/county law enforcement neighborhood policing units are great sources, as well as DHS/PSA.	
Terrorism Assessment			
1. Assign a liaison officer with local FBI JTTF and state Fusion Center since it is the best way to be alerted to any intelligence of potential terrorist activity/threat to your event.	Stay aware.	Get one of your Law Enforcement officers a security clearance through FBI JTTF participation, so they may receive classified information for planning and response.	

SAFETY and SECURITY		GDP
Perimeter Control/Protection		
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Conduct area Crime Analysis to objectively determine what problems exist both when you have events and when you do not.</p> <ul style="list-style-type: none"> • Cleary Act requires this on campus 	<p>Must establish facility/fan protection before, during and after events.</p>	<p>Campus Law Enforcement should conduct a crime analysis and gather input from their local counterparts. If no Campus Law Enforcement available then local city/county Law Enforcement agency responsible for your campus should conduct.</p>
<p>2. Continually maintain relevant records for reference and analysis overtime.</p> <ul style="list-style-type: none"> • State institutions may have the terms and timeframes mandated which they must follow for records maintenance 	<p>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?</p>	<p>Procedure is independent of size.</p>
<p>3. Develop close coordination between campus and local police/sheriff.</p> <ul style="list-style-type: none"> • Staff the outer perimeter entry/control points with uniformed law enforcement (whenever possible) and stadium/arena security employees 	<p>Establish collaboration to ensure access control and security of participants and spectators.</p>	<p>Coordination is essential to effective security and safety.</p>
<p>4. Place mobile concrete barriers between the stadium/arena and all major roads surrounding the venue on game days and/or consider closing them.</p>	<p>Creates a buffer zone between the venue and general traffic.</p>	<p>If roads are just closed with plastic/wood barricades, they should be manned by Law Enforcement.</p>

<ul style="list-style-type: none"> 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). 	<p>Barriers protect pedestrians and bystanders alongside these roads. By using these barriers, vehicle access points are limited, which makes vehicle verification less stressful.</p> <p>Also serves as an impediment to VBIEDs.</p>	<p>Water filled barriers is also an option if concrete is unavailable.</p>
<p>5. When possible, arrange to have marked police vehicles parked randomly outside critical facility assets.</p>	<p>Serves as a deterrent, even if unmanned.</p>	<p>They have to be parked somewhere when not on patrol.</p>
<p>6. Ideally for each venue, should create Concentric Circles of Security (CCS), with generally the Inner, Middle and Outer perimeters.</p> <ul style="list-style-type: none"> The INNER circle would typically encompass everything from the facility exterior wall/fence inward <ul style="list-style-type: none"> The PLAYING SURFACE within the INNER is considered a separate High Security Area. 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. 	<p>Each circle will have different security requirements/ controls and staff trained on these to avoid confusion.</p> <p>Generally, this information should be made available to attendees to avoid confusion.</p> <p>Each circle/level allows for containment of a situation.</p> <p>Protect mass gathering areas.</p>	<p>Based on the Risk Assessment, the size and impact of the event, number of attendees and history of prior events will drive the size and complexity of the security plan and defined CCSs.</p> <p>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.</p> <p>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.</p>

Pre-Event Inspection		
<p>1. A facility inspection should be conducted each time before the arena/stadium gates open in order to remove all unauthorized materials, vehicles, and people to create secure MIDDLE and INNER perimeters.</p> <p>Results of the inspection should be reported to the UJOC 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.</p>	<p>Prevent unauthorized materials, vehicles, and people from disrupting the event to the best of your ability.</p> <p>Prevent IED/WMDs.</p>	<p>Implementing this will be driven by event type, history, size, intel, threat and risk factors unique to the event, especially if there are known threats or knowledge of similar (recent) activities.</p> <p>At a minimum, staff should walk the entire facility for larger events (15,000+ attendees should use bomb dogs/electronic detection).</p>
<p>2. Inspect all buildings located within 100’ of the stadium/arena prior to the event and then secured to the best of your ability.</p>	<p>To attempt to remove them as a platform or concealment of attack.</p>	<p>At minimum, conduct a walk-thru inspection before each venue is open to attendees. This will be driven by threat intelligence and also serves as a deterrent.</p>
ACCESS CONTROL		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Ticketing and Credentialing		
<p>1. Secure the INNER perimeter so that no one without a ticket, pass or credential is permitted entry through stadium/building gates or doors.</p>		<p>See Crowd Dynamics/ Management – Ticketing/Credentialing</p> <p>Secure wristbands have been found to work well for workers, especially temporary staff. Use different colors for different days/events.</p>

Pedestrian (Attendees, sponsors, staff/workers, team members, media, officials)		
<p>1. All open access points should be manned and only authorized individuals permitted to enter.</p>	<p>Without effective Access Control, you have no control.</p>	<p>This is regardless of institution/event size, however, based upon size and attendance you may reduce access points to ingress within fire codes.</p>
<p>2. Game day workers should use a designated entrance and report to a check-in area to receive their credential and post orders.</p>	<p>Reduce confusion and overlap with greater control.</p>	
<p>3. Have broadcast company(s) 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.</p>	<p>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.</p>	<p>This should be conducted with no exceptions, despite inevitable complaints, regardless of institution/event size.</p>
<p>4. Secure specific areas to prevent post-game access. Such areas include:</p> <ul style="list-style-type: none"> • Concessions • Equipment rooms • Locker Rooms • Playing surface • Staff offices • Suite Level <p>* To reduce theft and damage while shutting down facility, a checklist should be used.</p>	<p>The event is not over until at least 30 minutes after all competitors are off the playing surface.</p>	<p>Ensure workers/volunteers understand that the event is not over when the last buzzer sounds, but when event operations say it is. Instill diligence throughout event.</p>

<p>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 the protective measures, procedures, restrictions, prohibited items and evacuation routes as they enter the stadium/arena.</p> <ul style="list-style-type: none"> • Include signs at “Park and Ride to Stadium/Arena” locations, event shuttle pick-up points and other mass transportation locations.. • Educate mass transit/tram/bus drivers (and an assistant) to BOLO for prohibited items so patrons have an opportunity to return items to their vehicle before arriving at the venue. 	<p>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.</p> <p>Encourages customer satisfaction.</p>	<p>This is applicable to any size institution, but you would scale to the size of your event to prevent backlogs and for smaller venues with no adverse intel, you may only do random screening.</p> <p>State firearms laws will impact the implementation of your policies regarding possession, especially on public property.</p> <p>See example Checklist</p>
<p>6. Include signage that advises attendees that, “at the University’s discretion, if an individual is determined to be inebriated” they will be denied entry.</p>		
<p>Vehicular</p>		
<p>1. Allow <u>only</u> authorized or credentialed vehicles to be parked within the MIDDLE or INNER perimeters, and then only after they have been screened prior to entry. Check and inspect all broadcast/media vehicles and insure they are properly credentialed.</p>	<p>Vehicular traffic is a pedestrian risk, VBIED delivery tool, fire, theft removal and smuggling risk.</p> <p>This area represents your most vulnerable and should be most secure.</p>	<p>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.</p> <p>Particular attention must be paid to the presence of unsolicited emergency vehicles such as ambulances.</p>

		<p>Make this part of the preseason planning so Athletics can notify vendors of changes well in advance of a season starting.</p> <p>Several campuses are using License Plate Readers (LPR) that are synced with local Law Enforcement databases. This helps in identifying banned persons and wanted/stolen vehicles.</p>
<p>2. Inspect and credential (label) ALL (including public safety) vehicles allowed inside the MIDDLE or INNER SSAs.</p> <ul style="list-style-type: none"> • Broadcast vehicles should be located in a designated secure compound(s) 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. 	<p>Credentialing /labeling avoids confusion of whether a vehicle has been inspected upon entry and can also denote which vehicles are permitted where.</p> <p>Assists in preventing VBIEDs.</p> <p>To avoid use of “cloned” public safety vehicles.</p>	<p>This should be a relatively small number so vehicles.</p>
<p>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 (inside and out) using undercarriage mirrors for VBIED's prior to each vehicle entering the inner perimeter/underground parking.</p>	<p>Larger vehicles present a greater risk based upon their size, capacity to carry more, volume of fuel tanks.</p>	<p>This can be time consuming, so consider using explosive detection canines to expedite the process and use mirrors to augment in case of an alert.</p> <p>Remember working time limitations for Bomb Dogs.</p>

		<p>For large venues, four (4) dogs would be required to clear within six (6) hours.</p>
<p>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 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.</p>	<p>Larger vehicles present a greater risk based upon their size, capacity to carry more, volume of fuel tanks.</p>	<p>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, unfortunately we won't always have that forewarning and while it may be low incident it is high impact.</p>
<p>5. For venues with parking immediately adjacent to stadium/arena (usually middle perimeter) ensure all vehicles are searched both inside and out (use bomb dogs, if possible).</p>		<p>Consider these high risk areas and pre-reserved parking non-transferable so you know who has what space.</p>
<p>6. 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.</p> <p>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.</p>	<p>Protection efforts to prevent the introduction or hazardous/prohibited/explosive items to your venue.</p>	<p>Ideally, all such deliveries except perishables (i.e. ice, certain unfrozen food, etc.) should be delivered at least 24 hours prior to the event to avoid tying up game day resources.</p>

<p>7. 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:</p> <ul style="list-style-type: none"> a. Inoperable gas cap b. Disconnected battery c. Minimal fuel in tank d. Possession of keys to the vehicle by a designated security or facility team representative 	<p>Protection efforts to prevent the introduction or hazardous/prohibited/explosives items to your venue.</p>	<p>This would include campus organizations.</p>
<p>8. Monitor parking areas to ensure public access for disabled patrons and that lanes and parking areas are left open for EMS and fire vehicles.</p>	<p>Ensure emergency vehicle access.</p>	<p>Parking areas are closed ahead of an event from a day to hours to clear and control the area based upon the size and risks.</p>
<p>9. Remove all unauthorized or unidentified vehicles within the defined perimeters as part of the inspection process prior to opening the gates.</p> <ul style="list-style-type: none"> • Should conduct at least a cursory screening of all vehicles entering a campus controlled parking lot and conduct a random more intrusive vehicle screening. • Parking lots should be inspected daily and unattended vehicles not removed w/in a reasonable time following the end of each game should be investigated immediately and removed as soon as possible. 	<p>Unattended vehicles breed unwanted activity on your property.</p> <p>Individual who are intent on doing harm will notice if vehicles are left in lots without recourse.</p>	<p>Campus/community size and geography, as well as event circumstances, will dictate the implementation.</p> <p>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 and should be monitored.</p>

<p>10. Prohibit vehicular use inside (INNER Perimeter) the facility during the event.</p>	<p>It is a whole different dynamic when the venue is loaded.</p>	
<p>Deliveries and Waste Removal</p>		
<p>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.</p> <ul style="list-style-type: none"> • 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 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 • Should provide an escort for each delivery vehicle to any other areas within the stadium where a delivery must be made. 	<p>Limit possible accessibility of VBIEDs.</p> <p>Propane delivery trucks making refill deliveries pose a significant risk.</p>	<p>Particular attention should be given to bank armored truck deliveries (ATM service), food service deliveries (i.e. post-game team meals), etc.</p> <p>Parallel routes should be used where possible.</p>

<ul style="list-style-type: none"> • 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 season/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. 		<p>Utilize a Self-Certification Program to facilitate deliveries and shipments of routine stadium vendors that would not need an escort.</p>
<p>2. All waste removal should be scheduled, but not during event when the facility is at high capacity.</p> <ul style="list-style-type: none"> • Should not place dumpsters/trash receptacles under or adjacent to structural supports. • Should anticipate sufficient dumpsters that will allow for pickup <u>after</u> the event. • Trash receptacles should be regularly emptied with contents placed in dumpsters. 	<p>Coordination</p> <p>To prevent a dumpster/trash receptacle from being used as an IED.</p>	<p>May consider trash bags removed by staff to be sealed with color-coded zip-tie or similar; color of zip-tie changes each game.</p>
<p>Re-Entry Policy</p>		
<p>1. Establish a re-entry policy and enforce it. One way or the other, this should be a policy decision.</p>	<p>Many issues are created by re-entry.</p>	<p>One way or the other, this should be a policy decision.</p> <p>Medical/child care reason could be an exception, but re-screen.</p> <p>One way or the other, this should be a policy decision that is communicated before the event.</p>

		<p>If it is a new policy, this will require advanced planning for implementation, wide distribution of information via media, letters, social media, etc.</p> <p>Build mechanisms in place for the event to deal with people who are new or “did not know.”</p>
<p>2. The best practice would be to not allow re-entry.</p>	<p>This prevents many issues.</p>	<p>If re-entry is permitted, it should be at prescribed gate with re-inspection of patron(s) as when initially entering venue.</p>
<p>Late Gate Opening Policy</p>		
<p>1. Have a policy against late gate opening (shutting down ticket taking and screening) and allowing anyone to enter.</p>	<p>If not prevented, this becomes your weakest link in your security.</p>	
<p>ROBBERY/THEFT PROTECTION</p>		<p>GDP</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Have a program and procedures to address securing cash collected during the event from robbery or employee theft.</p> <ul style="list-style-type: none"> • Establish a central bank at the venue that receives monies collected from tickets, parking, and concessions (food and merchandise). • All cash movement from the event bank to a financial institution should be via armored car. • Event bank should have CCTV coverage of access points, collection and counting areas, and exchange and storage areas. 	<p>Robberies at sport events and banks have occurred many times. Pre-planning will help reduce this risk and mitigate issues.</p>	

<ul style="list-style-type: none"> • Separate the cash storage area from cash receipt area. • Cash should be carried in non-descript packaging concealing the contents from public – keep low key don’t draw attention to money moving. • Establish a policy that no sales location can amass more than \$2000-\$5000 before transferring it to the bank. • Event bank should have armed guards or police in the bank. 		<p>Consider law enforcement escort, particularly of large amounts of cash.</p>
<p>2. Establish law enforcement response procedures for robbery or theft.</p>	<p>Reduce danger to event staff and law enforcement.</p>	<p>See EAP</p>
<p>3. Establish procedures to prevent and address credit card information theft/skimming.</p>		
CYBER SECURITY		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Policy and Planning		
<p>1. Develop and implement a cyber-security plan.</p> <ul style="list-style-type: none"> • Public Safety systems <ul style="list-style-type: none"> ○ Incident Management • Event Systems <ul style="list-style-type: none"> ○ Web/Social Media presence ○ Ticketing/Credentialing ○ Timing/Scoring ○ Logistics ○ Electronic Signage 	<p>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 and there extensive use.</p>	<p>DHS, FBI and InfraGard can provide input/support and documents for developing the plan.</p>

Hardware/Software/Network		
<p>1. Ensure that all operating software and hardware is regularly updated, patched and tested (i.e. registration, credentialing/ticketing, payments, scoring, timing, medical, incidents, incident management, etc.).</p>	<p>Software currency to protect the integrity of your event.</p> <p>Prevent intentional miss-information.</p>	<p>Requires competent technical staff and coordination.</p> <p>Larger events – larger issues</p>
<p>2. Install and maintain current cyber-security technologies and techniques (user authentication, firewalls, virus and spyware protection, encryption, etc.).</p>	<p>Must protect Personal Identifying Information (PII).</p>	
<p>3. Backup all information on a regular basis and store in a secure off- site location.</p>	<p>To prevent data destruction or loss.</p>	
<p>4. Immediately report all breaches/denial of service attacks to the FBI/Law Enforcement.</p>	<p>The sooner law enforcement can address the attack the better chance you have to limit system/data damage/loss.</p>	
Training		
<p>1. Provide regular user awareness training on security, policy, procedures, responsibilities, threats and incident reporting for staff and volunteers.</p> <ul style="list-style-type: none"> • Document training 	<p>Frequently, a lack of knowledge/ information results in unintended consequences.</p>	<p>DHS, FBI, InfraGard can assist with training programs.</p>

Control Access		
1. Virtual - User authentication/password access controls should be created that are need to know based.	Prevent unauthorized access.	
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. <ul style="list-style-type: none"> • Access for all terminated/departing employees should immediately be cancelled. 	Insider threats are the most prevalent.	
4. Data – Should be encrypted.		
INVESTIGATION		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Questioning and Detention		
1. Develop policy, procedures and establish a location for detaining and questioning persons who have exhibited suspicious /unacceptable behavior and/or has violated security policy/regulations/laws. <ul style="list-style-type: none"> • This should include intoxicated individuals and demonstrators/rioters. 	Litigation protection and procedural control	The developed policy and procedures should be posted on your website and tickets should reference the website, so you have publically informed them of unacceptable behavior and your Code of Conduct applicable to staff/volunteers, participants and spectators.

		These should be consistent with your jurisdictional laws.
<p>2. Train volunteer and non-Law Enforcement security staff in appropriate methods for handling these individuals until Law Enforcement can arrive to take control.</p>	To safeguard staff	
<p>3. Establish procedures for when to involve law enforcement.</p>	Clear lines of roles and procedures	
<p>4. Establish criteria for ejections and ensure that a supervisor makes the decision.</p>		This will vary dependent upon who is doing the injection (i.e. Law Enforcement, security staff, gate/ticket takers, etc.).
On-Site Holding Facilities		
<p>1. Have CCTV monitoring of holding facilities (interview/processing/cells).</p> <ul style="list-style-type: none"> Record and maintain consistent with state laws 	Litigation protection and lessons learned	
Reports and Record Keeping		
<p>1. Have staff prepare a report on each complaint/dispatch or adversarial interaction with a patron.</p>	This is for your protection against litigation.	The initial capture of information could be a written note, documented on a smartphone or dictated into a smartphone.

<p>2. Photograph and/or video ALL individuals that are questioned, detained and/or ejected.</p>	<p>For identification and event organization protection</p>	<p>This may seem burdensome, so if you are experiencing high numbers (indicative of other issues) of these, you may wish to explore the causes to correct and reduce the numbers.</p>
<p>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).</p>	<p>Need appropriate records for enforcement, statistical analysis and potential litigation.</p>	
<p>4. Ensure accountability of all ejections through identification, documentation and a photograph.</p> <ul style="list-style-type: none"> • Establish a “Phone a Friend” policy – that requires any individual ejected for drunkenness and not being arrested, must phone a friend to take responsibility for them. 	<p>Prevents ejected drunk offender from causing additional problems and liability to the school.</p>	

TRANSPORTATION

GDP

<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Public Transportation		
<p>1. City buses, subways, trains and/or ferry boats may be used as a means to travel to and from your event. Therefore, you must coordinate and anticipate the volume and security of passengers.</p> <ul style="list-style-type: none"> • These become potential targets because of volume and density. • May require additional units to handle surges. 	<p>Safety and security awareness thru training and monitoring.</p>	<p>This is going to vary based upon the environment (urban, suburban, or rural), what types of public transportation are available and, of course, by the size of your event.</p> <p>For larger events: Metrics related to passenger volume over time for various modes and routes may be available from transportation providers.</p>

<ul style="list-style-type: none"> • Need to heighten security and conduct briefings on strange behavior, unattended/abandoned items for operators, terminal/hub/station attendants. • During peak periods increase Law Enforcement presence. • Use these modes of transportation as an opportunity to communicate with attendees using signage or announcements concerning prohibited items, weather and other event info. 		<p>This will allow you to anticipate arrival sizing. This information will be very beneficial for density and planning, both at current and future events.</p>
<p>2. Consider and plan for evacuation/shelter concerns at these transportation hubs/terminals/stations.</p>		<p>Include in overall EAP.</p>
<p>Buses/Trams</p>		
<p>1. If stadium/arena is not in close proximity and it is necessary to move participants to/from their transportation, using venue provided buses and/or trams exclusively for them you must ensure their safety and security.</p>	<p>Secure and safe movement</p>	<p>This is going to depend on your environment and size of event.</p>
<p>2. Conduct background screening on drivers of these vehicles and credential both of them.</p>	<p>Litigation protection, you don't want individuals with prior DUI or extensive problem driving records.</p>	
<p>3. Conduct searches of these vehicles prior to their use.</p> <ul style="list-style-type: none"> • Need to heighten security and conduct briefings on strange behavior, unattended/abandoned items for operators. 		

TRAFFIC MANAGEMENT		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Movement		
<p>1. Develop a detailed plan for vehicular flow into and out of your various venues, including staging and entry/exit of responding emergency vehicles.</p>	<p>This addresses the most disruptive aspect of your event on the community.</p>	<p>Define and agree upon the event traffic perimeter, area of responsibility or oversight in the planning process.</p> <p>Since both campus roads and off-campus roads are involved, include all local jurisdictions affected.</p>
Street Closures/Barricades		
<p>1. Mobile barriers should be placed around the areas immediately adjacent to the stadium/arena and used to block cross roads along pedestrian flow.</p> <ul style="list-style-type: none"> 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) 	<p>Creates a buffer zone.</p>	<p>If roads are just closed with plastic/wood barricades, they should be manned by law enforcement.</p> <p>Water filled barriers are also an option if concrete or dump trucks are unavailable.</p>
Parking		
<p>1. All parking areas under campus oversight should be manned and controlled, or at a minimum patrolled.</p> <ul style="list-style-type: none"> Close parking areas that are not needed. 	<p>Liability will affix regardless.</p> <p>The institution is responsible for these areas they control/own/lease.</p>	<p>Additional considerations for nighttime events include lighting, visibility of staff, emergency response accessibility and disability parking, among others.</p>

<p>2. All parking areas should be illuminated (from dusk to dawn) and, at a minimum, in compliance with standards and requirements in applicable zoning ordinances and codes.</p> <ul style="list-style-type: none"> • Portable lighting should be utilized in unlit areas or those not sufficiently lit by permanent lighting fixtures. 		<p>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.</p>
<p>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.</p>		<p>Could use roving patrols and CCTV.</p>

PHYSICAL PLANT SECURITY and SAFETY GDP

<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Employ protective measures (i.e. fencing, bollards and enclosures) around exposed utilities such as transformers, natural gas lines, water valves, generators and telephone switch boxes to protect them against attack and/or damage.</p>	<p>Frequently these are damaged accidentally and have cascading effects.</p>	<p>Your risk/vulnerability assessment will help identify what needs to be implemented when and where.</p>
<p>2. Have some full-time facilities personnel on-site for all athletic events for all venues and they should remain on site until event ends for issues and repairs.</p> <ul style="list-style-type: none"> • 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. 	<p>Things happen and you need to know when systems were last serviced/repared and by whom.</p> <p>Also, need to maintain an up to date listing of service providers with contact numbers.</p>	<p>For smaller events, at least have staff and/or repairmen on call.</p>

<p>3. Secure and protect with locks and/or tamper proof seals and/or monitoring via video surveillance.</p>		
<p>4. Test backup systems monthly and/or in compliance with local codes.</p>	Prevent surprises.	Should include load testing.
<p>5. Inspect all systems before every game and assign security or monitoring devices to safeguard any vulnerable systems.</p>	Prevention	
<p>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.</p> <ul style="list-style-type: none"> • Maintain these records for seven years (or as required by state laws) 		
<p>HVAC</p>		
<p>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.</p>	Ventilation safety	
<p>2. Mailrooms and loading docks should not share a return-air system or return pathway with other areas of the building.</p>	Ventilation security	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 weekly during event season.
4. Should employ physical or electronic monitoring of HVAC (air intakes).		
Utilities		
1. Should maintain in the UJOC current contact information for all utility providers (electric/gas/water/fuel).		
2. If you anticipate potential issues at your venue, you should consider having utility company personnel onsite (i.e. adverse weather/threat). • Utility company personnel should be onsite for the duration of the event when there are 15,000+ attendees.	This will eliminate response time.	
Elevators/Escalators		
1. Test the systems pre-event and the emergency backup systems (under load) before each event and in compliance with local codes.		

<ul style="list-style-type: none"> • Service personnel should be onsite for the duration of the event. 	<p>This will eliminate response time.</p>	
<p>Emergency Generators/Batteries</p>		
<p>1. Test emergency backup systems (under load) before each event and in compliance with local codes.</p>	<p>It is the backup, meaning you have already lost power. Not working is not an option.</p>	<p>Insure that your generators are sufficient to support YOUR emergency systems to include UJOC and cameras.</p>
<p>VISITING TEAM SECURITY/SAFETY</p>		<p>GDP</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Require identification of all visiting team personnel and officials, just as is done for home staff/team before entering.</p>		<p>Current intel and history will give you some predictive ability allowing you to scale necessary protective actions and manpower requirements.</p>
<p>2. Post a guard on the visiting team’s locker room door.</p>		
<p>3. Prevent visiting team from entering or exiting in close proximity to a hostile crowds (home-team students or 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.</p>	<p>Potential problems with fans, grabbing, pulling, throwing, spitting on/at visiting team as they enter to playing surface.</p>	
<p>4. Post an officer next to the visiting team’s bench and to accompany them on and off the playing surface.</p>		

<p>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.</p> <p>These procedures must include all information required for arena/stadium access, unloading, bus and truck parking, as well as loading and departure.</p> <ul style="list-style-type: none"> • Bus drivers and equipment transportation personnel should provide government-issued photo identification prior to being granted clearance to enter the arena/stadium. • Have bomb dog search Team buses and equipment trucks prior to unloading, once unloaded they should be locked. • Team buses and equipment trucks should be parked in a non-public area and secured at all times. Bus drivers should lock 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. 	<p>Depending upon outcome and rivalries this can be problematic and should not be left to chance.</p> <p>This heads off potential issues and allows for pre-planning.</p>	<p>Consider issues that arose at prior events against this school.</p> <p>If no threat and no dogs, have an individual do a visual search.</p>
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<p>6. Should coordinate with officers and extend courtesies for teams traveling with a law enforcement officer from their home area.</p> <ul style="list-style-type: none"> • It should be the responsibility and practice for LE officers traveling and visiting a location to make contact with the home agency/department. 		<p>This is not only simple courtesy when planning to conduct activities outside of your jurisdiction but officer safety measure as well, particularly if traveling armed.</p>
<p>BEHAVIORAL ISSUES GDP</p>		
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Disturbances - Pre, During and Post Game</p>		
<p>1. Develop a written plan in conjunction with all participating law enforcement agencies, athletics/event operations and venue operator (if not on campus) of how you will handle all disturbances such as:</p> <ul style="list-style-type: none"> • Celebratory disruptions/rioting • Civil disturbances/demonstrations • Drunk and disorderly • Field/court encroachments • Fighting • Illegal drug use/possession • Throwing things • Use of vulgar language 	<p>Be proactive, since at some point in time you will have to address this issue.</p>	<p>Alcohol tends to be a major contributing factor.</p> <ul style="list-style-type: none"> • 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.
<p>Prevention</p>		
<p>1. Anticipate various scenarios and plan your response, then conduct table-top exercises to test and refine your plan.</p>	<p>Prepare staff.</p>	

<p>2. Consider prepositioning personnel or barriers effectively to discourage certain behaviors.</p>	<p>Prevent rushing or driving through certain areas.</p>	<p>Based upon event history, size, threat and current environment.</p>
<p>3. Adopt a Code of Conduct, advertising it and enforce it to discourage inappropriate behavior.</p>		<p>Enforcement should be fair across the board regardless of affiliation or standing.</p>
<p>4. Implement and advertise the “See Something-Say Something” program or similar program.</p>	<p>Be proactive.</p>	<p>Include today’s technologies, such as Social Media as a vehicle for informing participants/patrons and for reporting violations.</p>
<p>Response/Monitoring/Reporting</p>		
<p>1. Create a Behavioral Intervention Team.</p>	<p>Proactive anticipation</p>	<p>For larger events and those with a history of behavioral issue.</p>
<p>2. Pre-plan and practice your response to all potential incidents.</p>	<p>Clarify roles and responsibilities.</p>	
<p>3. Use social media monitoring for intelligence and early warning.</p>		<p>When cost is a factor think outside the box (i.e. seek computer science department assistance).</p>
<p>4. Fully document all actions taken and retain.</p>	<p>For litigation and lessons learned</p>	

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 to rally tactical resources. See EAP
Uniform and Plainclothes		
1. Use a mixture of uniform and plainclothes officers whenever possible.	Deterrence, observable help and situational awareness.	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.
LIFE/FIRE/MEDICAL SAFETY and PUBLIC HEALTH		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
1. Have a minimum of one Fire Unit and one EMS Unit with 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 pre-approval and provide pre-notification to public safety of specialty events, fireworks, pyro, parachutist, aerial shows/fly-overs.	These provide a higher risk, thus approval and preparation are required.	This should be non-negotiable, regardless of event size.
Food and Beverage		
1. The following food and beverage protective/preventive measures should be considered:	Prevent and respond to food borne issues.	Local Health Dept. can assist with food/water borne issues. Include Local Health Dept. food inspectors in the EAP planning and in formal ops

<ul style="list-style-type: none"> • Ensure <u>all</u> food service distributors/vendors/concessions are reasonably secure and licensed. • Inform food distributors (pre-delivery) that any box, package or container that is open or appears to be tampered with, will be refused. • All food and beverage deliveries should be recorded with: date, time, vehicle license number, company and driver name (view and record ID data from driver’s 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 w/all local health standards, regulations, laws and appropriate inspections are conducted • Ensure food workers are informed and trained in recognizing food contamination and reporting procedures. • Ensure all food service vendors and employees are trained on “See Something – Say Something”. 	<p>Ensure safe food handling and dispensing.</p> <p>If it is your event, it is your liability.</p>	<p>plan, provide communications contact in event of a tampering or to report other patron food/drink issues.</p> <p>This is true for event-provided food and drink as well as vendor-provided food and drink for sale.</p>
<p>Alcohol Management</p>		
<p>1. Create clear alcohol possession and use policies. Specify that intoxication will not be tolerated at the event and enforce it.</p>	<p>Public intoxication/disorder Lack of policy Lack of enforcement</p>	<p>Since alcohol is a major contributor of disruptive behavior this is a must.</p> <p>Policy needs to be communicated to attendees.</p>

		Local (away) standards and practices may be different than at your event.
<p>2. Ensure employees serving alcohol are of age and have been trained in state laws and in recognizing intoxicated customer and how to refuse service.</p>	Employee knowledge	
WEATHER PLANNING		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Develop plans		
<p>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.</p> <ul style="list-style-type: none"> Practice and test staff before each sports season and as needed for plan or staff changes during a season for evacuation and shelter in place plans Include communications technologies during testing Conduct exercises 	Being unprepared and unplanned for all manners (i.e. heat, snow/ice, hail, wind, rain, flooding) of adverse weather.	<p>FEMA and NWS can assist in your planning and training.</p> <p>See EAP</p> <p>Numerous commercial products exist to monitor weather and alert patrons.</p> <p>Can be trained and tested through a table-top exercise.</p>
<p>2. Simplicity is key - staff will need a simple plan to follow in an emergency, be trained on the plan and provided guides for all manner of adverse weather.</p>	Time is critical.	

Monitoring		
<p>1. Use NCAA/Conference rules as minimum standard, but based upon your circumstances, you may establish trigger points earlier than NCAA.</p>	<p>Being unprepared and unplanned for all manner of adverse weather (i.e. heat, snow/ice, hail, wind, rain). Needed guides and expertise</p>	<p>Various methods of monitoring are available through public emergency management, as well as through private TV and radio stations and commercial products.</p>
<p>2. Include a weather expert, designated person in command/ops center or in direct contact with UJOC.</p> <ul style="list-style-type: none"> • Could 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 	<p>Onsite expertise eliminates searching for the right answers if an emergency arises.</p>	<p>For large crowds (2000+) and impending/potential weather conditions this is a must.</p> <p>Make contact with a local TV station. They more than likely have their own meteorological equipment.</p>
<p>3. Seek Storm Ready Certification by FEMA/National Weather Service.</p>	<p>Weather mitigation preparation</p>	
Sheltering		
<p>1. Follow the Sheltering Plan in your EAP.</p> <ul style="list-style-type: none"> • Ensure staff is familiar and trained with the plan 	<p>A plan and pre-event familiarity is a must.</p>	<p>Plan, train, exercise</p> <p>SEE EAP</p>
<p>2. Sheltering by its very nature is temporary, but must be accommodating based on the cause for sheltering and the anticipated numbers requiring shelter. Ensure</p>	<p>Plan ahead of time so you are prepared for all eventualities.</p>	<p>Making the decision to evacuate, shelter in place, or relocate during an incident is a complicated process and requires input from various entities</p>

<p>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 (i.e. thunderstorms, lightning, hail, tornados, ice, flooding, hazardous chemical release) along with the total number of individuals each area can safely accommodate.</p> <ul style="list-style-type: none"> • Pre-define who has the authority and will make the decision to relocate along with how it will be communicated • All of this needs to be completed prior to the event – use a decision tree 	<p>By name</p>	<p>knowledgeable in the surroundings and structures, the size, distribution and condition of the spectators, participants, the hazard involved, and the anticipated response to that hazard that is why it must be pre-planned.</p>
<p>Evacuating</p>		
<p>1. Follow the Evacuation Plan in your EAP.</p> <ul style="list-style-type: none"> • Ensure staff is familiar and trained with the plan 	<p>A plan and pre-event familiarity is a must.</p>	<p>Plan, train, exercise. See EAP</p>
<p>2. Total evacuation/event cancellation requires a plan for moving participants/spectators off of the course and out of the event area (harm’s way).</p> <ul style="list-style-type: none"> • Pre-define who has the authority and will make the decision to relocate along with how it will be communicated 	<p>By name</p>	<p>Making the decision to evacuate, shelter in place, or relocate during an incident is a complicated process and requires input from various entities knowledgeable in the surroundings and structures, the size, distribution and condition of the spectators, participants, the hazard involved, and the anticipated response to that hazard that is why it must be pre-planned.</p>

Reunification		
1. Identify a Family Emergency Assistance Center or centers.	A facility where attendees evacuated/sheltered or minor injuries in a mass casualty disruption are reunited with their families/friends.	No matter the size of the event this should be planned for and scaled accordingly.
2. Identify and coordinate transportation needs and solutions to move participants to assistance center(s).		
3. Staff and train sufficient personnel to handle the assistance center(s).		Red Cross/Salvation Army may assist.
Decision Making		
1. Planning for evacuating/sheltering should specifically identify decision making levels and authority, with one person on-site who will make the decision. • Develop decision trees and trigger points	Avoid confusion and affix responsibility in a prepared individual by name.	Make sure when implementing the plan, 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, ribbon 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
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have a written plan that is part of the EAP that dictates criteria, role/responsibilities and identifies who makes the call, on evacuation or not, for a bomb threat.</p>	<p>Bomb threats are highly disruptive and cause mass confusion over what process to follow, who makes the decision and when to evacuate, and how to notify personnel and attendees.</p> <p>Can be very manpower intensive.</p>	<p>SEE EAP</p> <p>Follow ICS Unified Command structure</p> <p>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 for such an incident d. Define who is responsible campus or local government</p>
<p>2. Make use of the ICS unified command for assessment, decision process and response.</p>		<p>Follow NIMS ICS Unified Command structure.</p>
<p>3. Develop a threat assessment team.</p>	<p>Avoid confusion and lack of expertise.</p>	<p>FBI is a great resource for this.</p>
<p>4. Use bomb threat caller checklist and train staff who may receive calls or other media.</p> <ul style="list-style-type: none"> • Install caller identification and/or coordinate phone call trap capability 	<p>Reduce response time. Identify resources in place based on threat assessment.</p>	<p>FBI, BATF, and DHS offer checklists.</p>
<p>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.</p>	<p>For prosecution/litigation purposes.</p>	

<p>6. Have pre-written announcement messages if you must notify patrons as to certain actions you want them to take.</p>	<p>So announcements are ready to go during a crisis.</p>	
<p>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:</p> <ul style="list-style-type: none"> • Access control • Bag checks • Credentialing • Lockdown once cleared • No re-entry policy 	<p>Search and secure.</p>	<p>Certainly for large-scale events resources should be made available.</p>
<p>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.</p> <ul style="list-style-type: none"> • All campus police and security staff should be trained in bomb threat response 		<p>Certainly for large-scale events, resources should be made available. Besides Law Enforcement, the military has EOD resources.</p> <p>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.</p>
<p>9. Have and understand, developed procedures for suspicious items response and handling.</p>		<p>For institutions without EOD trained personnel, state and Federal entities (FBI, BATF, and DHS) can assist.</p>

<ul style="list-style-type: none"> Establish a code so that staff doesn't use the words bomb or suspicious item when reporting over the radio or phone 	<p>Much of today's communications are subject to monitoring if not encrypted.</p>	<p>Such as:</p> <ul style="list-style-type: none"> RED LIGHT – Bomb Threat YELLOW LIGHT – Suspicious item BLUE LIGHT – Explosive device located GREEN LIGHT – All Clear
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FIRE ALARMS

GDP

<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Develop written processes and procedures (part of EAP) with the Fire Dept. to deal with fire alarms.</p>	<p>Often fire alarms are ignored or are false. Must be resolved without causing panic or unnecessary delays.</p>	<p>SEE EAP</p> <p>A command level Fire Dept. representative should be in the UJOC for all events with 10,000+ attendees at a minimum.</p>
<p>2. Plan should include the decision making process to resolve alarms.</p>		<p>Your Fire Dept. can and should assist in this process.</p>
<p>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).</p>	<p>Turned off fire alarm system, in lieu of using an on-site fireman.</p>	<p>Pre-plan with firemen/fire marshal onsite. Most universities have firemen on-site. Some state or local laws require evacuation if fire alarm goes off.</p>

<p>4. Plan should define the process to make notifications (fans/teams/staff).</p>		Specify methods of notification.
<p>5. Plan should identify who will make the decision whether to evacuate and that person should be present in the UJOC.</p>	By name	

TAILGATING CONCERNS **GDP**

TAILGATING DEFINITION:

Tailgate party is a social event 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. This may include a few hundred to a few thousand people.

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.

PROPOSED BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Managing Location		
<p>1. Setup specific areas for tailgating that are separate from general parking and prohibit tailgating in general parking areas.</p> <ul style="list-style-type: none"> • Work with local jurisdiction to regulate non-university tailgating lots, for consistency rules and behavior 	<ul style="list-style-type: none"> • Wide open parking lot, mixed use of parking and tailgating • University controlled and non-university controlled <p>* Do not wait until an incident to do the right things</p>	<p>Due to life-safety issues co-mingling general parking with tailgating can present issues.</p> <p>Even if a general parking lot is subdivided for a tailgating area, you can more easily address life safety.</p>

		Can possibly use student groups as lot ambassadors helping tailgaters and serve as extra eyes and ears.
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.	Better control and you know who is responsible for the vehicle.	Passes could be per game, per sport or per season. It is best if issued per season.
Managing Attendees		
1. Segregate fans with common interests (students, alumni, visiting team, campers/motorhomes).	Opposing fans next to each other.	
2. Determine who is allowed to tailgate when; establish policy/procedures that answer: <ul style="list-style-type: none"> • Do you need a game 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		
<p>1. Establish policies, rules, and a fan Code of Conduct. Incorporate groups in process (administration, students, alumni, and people with motor homes).</p> <ul style="list-style-type: none"> • Include a list of prohibited items • Items you should consider prohibiting: glass containers, explosives, chemicals, flammable liquids, any weapons • Should post a list of prohibited items on-line, in tailgating lots, and entrances to lots • Establish a policy regarding power generators use 	<p>Creates an environment to inform, enforce and prevent improper behavior. Hard to enforce un-informed rules.</p>	<p>Tailgate passes could have rules printed on the back or could be provided as handouts.</p> <p>Communicate these rules to visiting fans in advance. Local (away) standards and practices may be different than at home.</p> <p>If you approve the use of propane and/or power generators it needs to be flagged during registration so the fire department will know which sites have propane and/or generators.</p>
<p>2. Require pre-registration for tailgating.</p> <ul style="list-style-type: none"> • Ensure when they register they have a copy of polices, rules and fan conduct 	<p>Accountability</p>	<p>Consider using campus groups that have an interest in safe enjoyable tailgating to assist in the registration process.</p>
<p>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.</p>	<p>Regulations/rules are worthless unless enforced.</p>	<p>Administration, Law Enforcement, Athletics and Event management need to be part of developing the rules and agree to back their enforcement.</p>
<p>4. Ensure accountability over ejections with documentation, identification, and photograph (if alcohol related turn over to a responsible person).</p>		<p>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.</p>

<p>5. If an RV/Camper is towed, the towing vehicle must stay with the RV/Camper at all times for safety.</p>	<p>If tow vehicle departs, RV/Camper can't be moved quickly in an emergency.</p>	<p>Will potentially require two spaces.</p>
<p>Time Limitations</p>		
<p>1. Set start and end times, regulating ingress and egress flow.</p>	<p>Need boundaries</p>	
<p>Security</p>		
<p>1. 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 for officers whose job it is to act as observers.</p> <ul style="list-style-type: none"> 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 	<p>Ground level view is limited and requires more resources.</p>	<p>If cameras are used they should be monitored in UJOC.</p>
<p>Life/Fire Safety and Public Health</p>		
<p>1. Have Fire/EMS in UJOC/Command Center with units in vicinity of tailgate areas.</p>	<p>Fire and propane tanks are most dangerous in this type environment and explosion or fire can expand fast.</p>	<p>If grills/propane/generators are allowed, you should require they bring fire extinguishers and have them next to unit.</p>
<p>2. Establish rules for grill/propane/ generator use and specify charcoal disposal if allowed.</p> <ul style="list-style-type: none"> Best if charcoal is not permitted 		<p>Consider asking Fire Dept. to create and manage a charcoal disposal pit, if you allow charcoal.</p>

<p>3. Do not permit surface fires (no fire beds, rings, etc.) and no wood fires.</p>	<p>Fire danger is too great in these confined areas.</p>	<p>If you decide to allow, should require a Fire Marshal Permit and sufficient fire resources on-site.</p>
<p>4. Assign Fire/Law Enforcement to enforce fire safety/fire violations.</p>		<p>This includes inspections of tents platforms by qualified personnel.</p>
<p>5. Establish rules for use of canopy’s, tents, chairs, tables and games.</p> <ul style="list-style-type: none"> • Do not allow these in lanes/roads as they will block emergency vehicle access 	<p>These items are dangerous in high wind situations and often impede first responder response.</p>	<p>Consider creating “Tent Free” zones.</p>
<p>6. Consider establishing sound volume controls.</p>	<p>Noise complaints</p>	
<p>7. Maintain open clear fire/emergency lanes throughout tailgate areas.</p>	<p>Tailgaters’ tend to migrate into traffic lanes once area is full, with chairs, tables, grills, etc.</p>	<p>Local laws often exist but are not enforced.</p>
<p>8. For multi-day/tournament events, provide access to RV dump service.</p>	<p>Public Health may require this.</p>	<p>Local vendor may be willing to provide this service for a fee to RV tailgaters.</p>
<p>Alcohol Management</p>		
<p>1. Create clear alcohol possession and use polices. Specify that intoxication will not be tolerated and enforce it.</p>	<p>Public intoxication/ disorder Lack of policy Lack of enforcement</p>	<p>Since alcohol is a major contributor of disruptive behavior this is a must.</p>

		<p>Policy needs to be communicated to attendees.</p> <p>Communicate these policies to visiting fans in advance. Local (away) standards and practices may be different than at home.</p>
<p>2. Create family friendly non-alcohol area(s).</p>	<p>Isolate drinkers from non-drinkers and minors.</p>	
<p>3. If your facility does not permit alcohol on property, decide how you will handle individuals with alcohol in their vehicle.</p>		<p>This may be addressed by state law or existing institution policy.</p>
<p>4. Train gate and tailgating staff on recognizing intoxicated patrons.</p>	<p>Lack of trained staff</p>	
<p>5. Ensure policy addresses both possession and consumption.</p>		
<p>6. Create tailgating area exits that are separate from those leading into the event, and turn intoxicated individuals away, refer to and let Law Enforcement handle.</p>	<p>Prevent intoxicated tailgaters from entering event and causing problems.</p>	
<p>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.</p>	<p>Need appropriate records for statistical analysis and potential litigation.</p>	<p>Consider involvement of State Alcohol Enforcement agency in event staffing plan for this. They are usually the specialists in this regard.</p>

		<p>Anyone ejected, regardless of reason, should be given a written trespass warning (with appeal process description) before leaving and their ticket seized.</p> <p>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.</p>
<p>8. Ensure accountability of all ejections through identification, documentation and photograph (turn the intoxicated offender over to a responsible person).</p>	<p>Prevent ejected drunk offender from causing additional problems and liability to the institution.</p>	
PUBLIC INFORMATION PLAN		
		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Designate and authorize the Public Information Officer (PIO) for each event to respond to the media and the general public <u>in case of an incident</u> to establish a single authorized, authoritative voice.</p>	<p>Avoids confusion when an incident occurs. Info from multiple sources.</p>	<p>Use the most experienced individual, regardless of agency/organization, that will be available on-site during your event.</p>
<p>2. Develop policies and procedures to advise the media and general public of the situation, and to defuse rumors along with panic.</p> <ul style="list-style-type: none"> Address how the Campus Emergency notification system or “Crime Alert” timely warning system (both required by CLERY law) are applied during event. 		<p>This may require a collaborative effort since different organizations may have different rules and goals.</p>

<ul style="list-style-type: none"> Address use of Social Media, who is responsible for disseminating public safety info during events. 		
<p>PRE-EVENT AGREEMENTS GDP</p>		
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Establish written mutual aid agreements (MAA) 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.</p>	<p>Pre-plan to avoid confusion.</p>	<p>If necessary the MAA should be created with appropriate adjoining agencies/jurisdiction for Law Enforcement, Fire, EMS support.</p>
<p>2. Establish written memorandum of understanding (MOU), based upon the Risk Assessment to provide any needed services or equipment in case of emergency from private organizations or companies.</p>	<p>Pre-plan to avoid confusion and to place people and equipment on stand-by.</p>	<p>For example with:, Red Cross, Salvation Army, Utilities, construction equipment.</p>
<p>3. Review and ensure that adequate insurance coverage is current and enforced.</p>	<p>To mitigate potential loss</p>	
<p>HAZARDOUS MATERIALS GDP</p>		
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Have a written plan for dealing with hazardous/toxic material exposure (i.e. fuels, propane, chemicals, fertilizers, garbage, and sewage).</p>	<p>Ensure safety for workers and patrons.</p>	<p>See EAP Your local Fire Dept. and FEMA can assist with training and documentation. OHSa also can also provide info on this.</p>

<p>2. In conjunction with local Public Safety, ensure the development, capability and practice of a decontamination plan.</p>		<p>Your local Fire Dept. and Emergency Management will be responsible for the plan and decontamination if necessary.</p>
<p>3. Establish a campus Hazmat Response Team trained to the Hazmat Level 2 defensive level or a reasonable substitution such as local fire department.</p>	<p>Staff expertise</p>	<p>Important for larger schools, smaller schools should try to have at least one person so trained, if not work close with local fire department.</p>
<p>4. Ensure that no Hazardous Materials are stored within stadiums/arenas or adjacent buildings while occupied.</p> <ul style="list-style-type: none"> • Prevent fume buildup 		<p>Conduct inspection prior to event - consider requesting local Fire Marshal to accompany inspection team.</p>
PERMITTED and PROHIBITED ITEMS		
GDP		
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Policy and Publication		
<p>1. Establish a written policy regarding permitted and prohibited items that will or will not be allowed on campus property and in campus venues.</p> <ul style="list-style-type: none"> • Items you should consider prohibiting: coolers, bags, strollers, backpacks, containers, explosives, chemicals, flammable liquids, any weapons, outside food or beverages (except as required for authorized medical needs)(except in tailgate areas) • Should post a list of prohibited items in parking lots, transit points, and entrances to stadium/arenas 	<p>Must be written and communicated to be legally enforceable.</p> <p>To reduce confusion and prevent patrons from getting to the gates/doors with prohibited items.</p>	<p>Communicate these policies and that patrons consent to these searches as a requirement for entry.</p> <p>Set forth what is prohibited on campus verses in the venue and at campus sponsored events at non-campus owned venues.</p> <p>All primary screening should be conducted by non-Law Enforcement security staff, backed up by Law Enforcement.</p>

<p>2. Once established, publicize policy in the broadest possible manner to include the screening/ inspection process and penalties for breaches.</p>	<p>Policy awareness</p>	
<p>Bag/Container Checks</p>		
<p>1. If bags/containers (of any type) are permitted, inspect at entry points (preceding Ticket takers) before entry to the venue.</p> <ul style="list-style-type: none"> • Use tables for bag screening and provide 12” broomsticks for staff to probe inside bags to speed the process • Train staff to conduct these checks <p>All primary screening should be conducted by non-Law Enforcement security staff, backed up by Law Enforcement.</p>	<p>This protects staff’s hands from cuts, scratches and contaminations.</p>	<p>Clearly post signage concerning checks.</p> <p>Ensure sufficient lighting at all screening areas for evening events.</p> <p>Consider use of clear bags to make screening easier and expedite entry.</p> <p>Ensure that staff responsible for checking bags is properly trained. Using DHS’s “Sports Venue Bag Search Procedures Guide” document their viewing of “Check It” bag search video.</p>
<p>Patron Screening</p>		
<p>1. If pat downs are to be used, ensure extensive training be provided, to include sensitivity training.</p> <p>All primary screening should be conducted by non-Law Enforcement security staff, backed up by Law Enforcement.</p>	<p>This is the least desirable and most problematic.</p>	<p>Ideally, for all screening options you should have a police officer at each screening point.</p> <p>If pat downs are used suggest you provide monitored semi-private locations for pat-downs.</p>

<p>2. If hand held/wand metal detectors are employed, ensure sufficient training and enough devices to reduce any entry backlogs.</p>	<p>This is good but training and manpower intensive.</p>	
<p>3. If walk-thru metal detectors are employed, you should ensure sufficient training, must screen further all alerts.</p>	<p>This requires training but is less manpower intensive and less intrusive.</p>	<p>These are mobile and can be moved between venues on campus.</p>
<p>4. Set up special entry lanes/gates around venue for:</p> <ul style="list-style-type: none"> • Patrons with NO items to screen (Express Lane/Gate) • Patrons with medical devices (oxygen tanks, medical syringes, wheelchairs, etc.) • Mothers with diaper bags for young children (must have child with them) 	<p>To expedite entry and reduce aggravation.</p>	<p>Ensure sufficient signage consistent for these to be effective.</p>
<p>5. To avoid the usual last minute rush just before game, start work with event operations to book pre-game entertainment.</p>		
EVENT RE-ENTRY		GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have an event No Re-entry policy (except for medical emergencies and child care).</p>		<p>Post signs with this policy and print on tickets.</p>

LATE GATE OPENING			GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Maintain staffing at all open gates throughout the event and do not allow any un-ticketed, non-credentialed or un-screened individuals to enter.</p>		<p>Due to staffing limitations, this will probably not be an issue at very small events of less than 500 attendees.</p>	
SIGNAGE			GDP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. The following signage measures should be used during sporting events:</p> <ul style="list-style-type: none"> • 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 	<p>Signage is essential to the orderly conduct of an event.</p> <p>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.</p> <p>Many attendees may be unfamiliar with the facility and in an emergency may become confused causing vital response time lost.</p>	<p>Multiple methods may be employed including paper, wood, metal, and video boards.</p> <p>Consider using social media as a method to communicate this information ahead of and during the event.</p>	

Topical Area: CROWD DYNAMICS/MANAGEMENT

CROWD MOVEMENT		CDM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Crowd Movement		
<p>1. Study flow patterns in and around your venue to identify manageable methods for encouraging patrons to move in specific patterns of flow and avoid overcrowding at any point.</p> <ul style="list-style-type: none"> • Also analyze spectator arrival times, how they arrive, what they bring who they bring – their movement and departure 	<p>To reduce congestion and implement efficient movement/ingress/egress for people safety.</p> <p>To better plan for evacuation and sheltering.</p>	<p>This is beneficial and necessary regardless of size, and is very important for large events.</p> <p>Video coverage/capture is essential to conducting and validating the analysis both real-time and after event.</p> <p>Several modes of transportation (trains, subways buses) may offer electronic tracking of passengers, hourly for your analysis.</p> <p>This also assists Law Enforcement with density.</p>
BEHAVIORAL PATTERNS/ISSUES		CDM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Fan Behavior and Control		
<p>1. Establish, communicate and enforce a Code of Conduct (rules of acceptable and unacceptable behavior).</p>	<p>Prevention over confrontation.</p> <p>Continued acts of unacceptable /disruptive behavior</p>	<p>Set your standards, stick to them, and hold violators to account regardless of event size. Be fair and consistent across the board when enforcing code/policy violations.</p>

<ul style="list-style-type: none"> • Be fair and consistent across the board when enforcing code/policy violations 		
<p>2. Advertise and enforce sanctions for inappropriate behavior.</p>	Lack of awareness as to what is acceptable and what is not.	Communicate prior to and during the event.
<p>3. Work within and across conferences to develop a common Code of Conduct.</p>	Consistency among institutions.	Set consistent expectation regardless of location.
<p>4. Establish and enforce a “No Smoking” policy for Stadium/Arena/Ballparks, etc.</p>		Most venues already have this in place, many states and cities have laws prohibiting smoking.

EVACUATION/SHELTERING

CDM

<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Follow the Evacuation/Sheltering Plan in your EAP for each sport venue.</p> <ul style="list-style-type: none"> • Develop with input from your public safety partners and venue facilities staff • Take into account vast numbers at large events, considering both participants and spectators • Review with Incident Command staff at Public Safety briefings • Plan should cover all-hazards • Exercise the plan 	<p>Life safety under all conditions is first and foremost.</p> <p>Evacuation Plan provides instructions and guidance to effectively address safety of all individuals in attendance.</p>	<p>SEE EAP</p> <p>The evacuation/sheltering plan is an essential element of your EAP. Size of event will define complexity.</p> <p>Simulation offers a tremendous advantage in planning evacuation/sheltering. The NCS4’s SportEvac offers this benefit.</p> <p>NCS4 also offers training for plan development and execution - MGT-412: Sport and Special Event Evacuation Training and Exercise</p>

		<p>DHS's Stadium Evacuation Guide is another excellent resource. Be consistent between venues to reduce confusion.</p>
<p>2. Prior to initiating an evacuation, you should take in to consideration the inherent risks with an evacuation.</p> <ul style="list-style-type: none"> • Sometimes the best course of action is not to evacuate, or to partially evacuate, and sometimes shelter or relocation is the best response • Determine the least invasive and most effective method to evacuate persons from potentially dangerous conditions to include partial evacuations • Evacuation planning should be based on a risk assessment that takes time and distance into account 	<p>Think through the process.</p>	<p>Based upon a people management analysis, identify sheltering throughout your venue for various incidents.</p>
<p>3. Making the decision to evacuate, shelter in place, or relocate during an incident is a complicated process and requires input from various entities 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.</p> <ul style="list-style-type: none"> • Pre-define who has the authority and will make the decision to relocate along with how it will be communicated 	<p>Consideration of all inputs and all-hazards.</p> <p>Reduce confusion</p>	<p>Plan, train, exercise</p> <p>SEE EAP</p>

<p>4. 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.</p>		<p>These all should be included in you plan for each venue this is applicable to all size institutions.</p>
<p>Evacuation</p>		
<p>1. Follow the Evacuation/Sheltering Plan in your EAP.</p> <ul style="list-style-type: none"> • Ensure staff is familiar and trained with the plan • Pre-scripted messages should be prepared and used for all contingencies • Understand where people will evacuate to 	<p>The Evacuation/Sheltering Plan provides instructions and guidance on effectively addressing safety of all individuals in attendance.</p> <p>Depending upon the size of the venue and the number of attendees, this can be a massive undertaking that requires extensive planning and training.</p>	<p>The Evacuation/Sheltering plan is an essential element of your EAP.</p>
<p>2. Approach an evacuation by first assessing the potential hazards created by an incident. Then recognize and understand the inherent characteristics, strengths and weaknesses of the facility’s infrastructure and available resources and then leverage all available resources.</p>		<p>Depending upon the size of the event and the number of attendees, this can be a massive undertaking that requires extensive planning and training.</p>
<p>3. Determine the least invasive and most effective method to evacuate persons from potentially dangerous conditions to include partial evacuations.</p>		

Sheltering		
<p>1. Follow the Evacuation/Sheltering Plan in your EAP.</p> <ul style="list-style-type: none"> • Ensure staff is familiar and trained with the plan • Must pre-identify sheltering facilities and their capacity 	<p>Plan, train and exercise</p>	<p>See EAP</p> <p>Use computer simulations whenever possible.</p>
<p>2. Should pre-determine sheltering locations and capacities (event based) for various weather or chemical release calamities.</p>	<p>A foreknowledge allows for better understanding of potential outcomes.</p>	
<p>3. Sheltering in place should always be considered an option for protecting venue spectators and participants.</p>	<p>Based upon circumstances, pre-designate facilities for housing/sheltering.</p>	<p>This is going to be dependent upon the environment (rural, suburban, or urban) and surrounding facilities/structures.</p>
Voluntary vs. Mandatory		
<p>1. Time, conditions, circumstances, number of people and the precipitating incident will dictate whether the action is voluntary or mandatory.</p> <ul style="list-style-type: none"> • Anticipate that an incident could occur that causes a non-ordered impromptu/panic mass evacuation – consider how you will respond 	<p>Anticipate different potential precipitators and outcomes.</p> <p>Unanticipated incident</p>	<p>This is clearly the most dangerous of situations due to panic. Plan your response of how to use the crowd flow, your environment and methods of communication.</p>

COMMUNICATION			CDM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
1. Develop a pre-event communications strategy for all staff, participants and spectators 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 such as signage (posted non-electronic and electronic), public address, radio, social media, and in person. You should leverage all forms.	
2. Use the institution/facility's website and Social Media to obtain and provide information.	Broadest coverage	Consider public safety communication capabilities, commercial radios, landlines, cellular, HAM radios, JumboTrons, broadcast media, social media and PA systems.	
ACCESS CONTROL			CDM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
1. All open access points should be manned and only authorized/credentialed and screened individuals permitted to enter.	Establish control.	This should occur regardless of event size.	
2, Established and use a written credential processes and policies to assist in controlling access to the event.	Litigation protection		
3. Utilize color coded ticket/credential boards at all entry points to assist patrons and staff for clarity and to reduce confusion.	Eliminate confusion.	Assists staff and streamlines entry.	

<p>4. Secure the following areas from unauthorized access and post staff to check credentials:</p> <ul style="list-style-type: none"> • Concessions • Equipment Rooms • Locker Rooms • Playing surface • Storage/Utilities • Suite Level • UJOC 		
<p>5. Utilize marquees, public address systems, social media and electronic message boards to communicate to the patrons, entering the stadium/arena the protective measures, locations, procedures, restrictions, prohibited items, evacuation routes, and Hot Line number.</p>	<p>Avoid confusion concerning what is and is not permitted, thus producing crowding and backups, also safety info.</p>	<p>Communicate expectations.</p>
<p>No Re-Entry Policy</p>		
<p>1. One way or the other, this should be a policy decision that is communicated before the event.</p>	<p>Many issues are created by re-entry.</p>	<p>This policy should be posted in clear view If a new policy, this will require advanced planning for implementation, wide distribution of information via media, letters, social media, signage, etc.</p> <p>Build mechanisms in place for first season (i.e. football) to deal with people who are new or “did not know.”</p>

<p>2. The most logical policy is no re-entry.</p>		<p>Possible exception would be medical or child care, but still must be re-screened.</p>
<p>Late Gate Opening Policy</p>		
<p>1. Have a policy against late gate opening (shutting down ticket taking and screening) allowing anyone to enter unchallenged.</p>	<p>If not prevented this becomes your weakest link in your security. Prevent trouble makers from entering and prohibited items from being brought in.</p>	<p>This policy should be posted and enforced.</p>
<p>ENTRANCE SCREENING CDM</p>		
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Establish a policy and refuse entry into the venue to anyone who declines to have his/her person or possessions screened/searched.</p> <ul style="list-style-type: none"> • Must be posted at gates, online and should be printed on tickets/ credentials • Train personnel to be respectful of persons and possessions 	<p>Safety</p> <p>100% enforcement</p> <p>To be legally defensible</p>	<p>Consistency in applying the rules will help and having Law Enforcement nearby is recommended.</p>
<p>2. Establish a written policy regarding permitted and prohibited items that will or will not be allowed on venue (course, start/finish line, viewing stands, stages, etc.).</p> <ul style="list-style-type: none"> • Consider prohibiting: coolers, bags, backpacks, containers, explosives, chemicals, any weapons, tools, poles, canes, selfie sticks, flammable 	<p>Must be written and communicated to be legally enforceable.</p> <p>To reduce confusion and prevent patrons from getting to the entry points with prohibited items.</p>	<p>Communicate these policies and have participants and spectators consent to these searches as a requirement for entry and printed on tickets.</p> <p>Ensure that gate/screening staff are familiar with the list.</p>

<p>liquids, fireworks, tents/lean-tos, chairs, sleeping bags, blankets, glass containers, and suitcases</p> <ul style="list-style-type: none"> • Post a list of prohibited items in parking lots, transit points, and entrances to event 		
<p>3. Develop a procedure with law enforcement/fire department to address handling of dangerous prohibited items.</p> <ul style="list-style-type: none"> • Do not let patrons discard items at entry gates 	<p>This will prevent confusion at the gate if an item is discovered.</p>	<p>Have a safe disposition plan and if equipment required, it should be on-site for larger events.</p>
<p>4. Post signs near all entrances clearly stating that no firearms or weapons are allowed in the facility.</p>		<p>Signs should cite applicable statutes or ordinances for criminal violations.</p> <p>Since most courses are on public property firearms laws will vary greatly from city to city and state to state.</p>
<p>5. Have uniform police presence in the vicinity of screening points for screening issues backup.</p>	<p>Safety and security</p>	
<p>Personal Screening</p>		
<p>1. Include some form of personal screening: visual inspections, pat downs, and/or metal detectors (hand held wands/walk thru).</p> <ul style="list-style-type: none"> • May be random or mandatory 100% screening - Everyone (participants, spectators, workers/volunteers and sponsors), needs to be screened, at least visually without exception 	<p>To prevent prohibited items from being brought into the venue.</p>	<ul style="list-style-type: none"> • Visual observation is the least intrusive and the least reliable for the untrained eye. • 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 requires some

		<p>fine tuning</p> <ul style="list-style-type: none"> • The appearance of a professional and efficient screening operation is also an effective deterrent • Screenings should be done by non-sworn security personnel with Law Enforcement Officers as a back-up/support mechanism • Another tool for explosives detection is Vapor Wake Dogs, they are non-invasive and can work much longer because they “sample the air” behind people. They are NOT, nor do not look for static objects
<p>2. Base your person screening process and implementation upon local law, policy, 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.</p>		<p>Screenings in some form or fashion should be conducted at all event venues, <u>even if random</u>. Increasing to higher levels of screenings can be done on an event by event basis based on current intel, past history, known VIP attendees, etc.</p>
<p>3. Develop procedures and training for whatever level(s) of screening you adopt.</p> <ul style="list-style-type: none"> • Have male staff search male patrons and female staff search female patrons • Develop procedures and training for screening of small children and disabled patrons • Include sensitivity training • Video all screening operations 	<p>Help avoid complaints.</p> <p>Litigation protection.</p>	<p>TEEX offers basic security operations training; access control, personnel, baggage and vehicle screening.</p> <p>Reviewing video coverage is a great tool for after-event analysis/learning about your screening process at all entry points.</p>

<p>4. Train your staff to be able heighten personal screening/searches in case security conditions change.</p>	<p>Respond to elevated threat levels.</p>	
<p>5. If metal detectors are used, you should visually inspect whatever activates the detector without exception.</p>	<p>Terrorists/adversaries observe staff behavior.</p>	<p>Be consistent.</p>
<p>6. If metal detectors are used, calibrate them before each use and document it.</p>		
<p>Possessions</p>		
<p>1. Inspect ALL possessions, items, and/or containers being brought into the venue for those items you allow.</p>	<p>To prevent prohibited items from being brought into the venue.</p>	<p>By significantly reducing what patrons can bring into venues, you will cut your risk exponentially and greatly expedite the entry process.</p> <p>Consider using clear bags for easier examination and to expedite entry if you allows items.</p>
<p>2. Conduct a visual inspection, requiring attendees to open their possessions and if necessary empty the contents into a bin.</p>	<p>Streamline process to reduce time.</p>	<p>Consider using bins as in airports as an alternative to have available instead of emptying contents onto a tabletop. This process is already socially acceptable and patrons are less likely to lose/drop property. It may also speed up the screening process.</p>

<p>3. You may need to set up tables for items to be placed for inspection depending upon what you permit to be brought into the venue.</p>		<p>Tables speed up the process and provide a stable platform to place items for inspection. Also serves as a barrier between staff and attendees.</p>
<p>4. Develop procedures and training for whatever level of screening you adopt.</p> <ul style="list-style-type: none"> • Train screeners to NEVER put their hands into containers/purses/bags • Provide 12” wooden dowel for screeners to use as a probe • Provide screeners with rubber/latex gloves • Document training and all injuries to staff and/or patrons • Have medical EMTs on site attend to any injuries 	<p>These things can prevent injuries and disease transfer to staff.</p> <p>To mitigate litigation.</p>	<p>Have staff be discreet and courteous.</p>
<p>5. Set up separate lanes for those with and without items to expedite entry.</p>	<p>Speed entry, reduce delay</p>	<p>Make sure you have appropriate signage to reflect the ‘with and without’ lanes/gates to help patrons discern the correct lane for them.</p>
<p>Handling of Discarded Possessions</p>		
<p>1. Develop a procedure to address abandoned items in a safe and accountable manner.</p> <ul style="list-style-type: none"> • Don’t place unattended trash receptacles at access points for patrons to throw their abandoned items - either have them manned by staff or have none and enforce attendees not disposing items near entrances 	<p>These items are often discarded around the entrance.</p> <p>They can become containers for IEDs.</p>	<p>Unless it is a weapon or illegal drug, Law Enforcement Officers (LEO) should not control, store or dispose of items taken or disposed of at entry points.</p> <p>Non-Law Enforcement security staff and/or venue personnel should be responsible for these items - unless they are evidence, which Law Enforcement Officer will handle.</p>

TICKETING/CREDENTIALING		CDM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Design and Implementation		
<p>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.</p>	<p>Controls access to approved individuals (i.e. spectators, media, staff, VIPS) to specific events and areas during specific times.</p>	<p>Regardless of size this is an effective practice.</p>
<p>2. Consolidate credential management under one central authority with Athletic Director and Law Enforcement oversight.</p>	<p>Centralization will eliminate confusion and enhance enforcement.</p>	
<p>3. Issue credentials on a single event basis and have an expiration date.</p>		
<p>4. Designate credentials for specific area and role access that is clearly and visually identifiable.</p>	<p>Access control with authentic and easily identifiable credentials.</p>	<p>Ensure the credentials are designed to visually identifying specific access/function.</p>
<p>5. Do not grant non-credentialed individuals access or give credentials to non-working or unauthorized individuals.</p>	<p>Control access</p>	
<p>6. Have a credential system that utilizes holograms, bar codes, RFID/NFC and/or photographs to identify the bearer and that indicates by color code the role and areas to which the bearer has access.</p>		<p>Can employ electronic scanners for ticket/credential validation/entry.</p>

<p>7. Credential design should be simplistic, and visually oriented with few colors and/or designations.</p> <ul style="list-style-type: none"> • Widely display credential boards at all access points and train staff on meaning and in attendee guides 	<p>Over complicated credentials requiring a complex credential board for interpretation confuses the recipient and your staff.</p>	<p>Access control with authentic and easily identifiable credentials.</p>
<p>8. Design and color of credentials must be substantially different from those used in the prior season.</p>	<p>Prevent individuals from using credentials from a previous event for entry, and prevent confusion for staff.</p>	
<p>9. Issue photo credentials to all persons working the event, employees/staff, team and coaches, public safety, medical and approved media.</p> <ul style="list-style-type: none"> • All requests for credentials from the media and sponsor, vendors should be in writing • Media, sponsors and vendors should be required to pick up their credentials in person using photo ID 	<p>Unfortunately, these days anyone can get a uniform and badge, and with multiple jurisdictions it can be confusing to validate real from fraudulent.</p>	
<p>10. Require credential holders pick them up in person with proper photo ID.</p>		<p>If possible use an online credential registration capability and require a photo ID when picking up credential.</p>
<p>11. Credentials should be worn at all times and clearly displayed (except players and coaches on the bench).</p>		

<p>12. Conduct testing of access, credential system, and staff.</p>		<p>Measure effectiveness of policies and procedures through training, exercise and refine.</p>
<p>Background Screening</p>		
<p>1. Conduct a background screening on all staff, vendors, sponsors, employees, contractors, students volunteers prior to issuance of their credentials.</p>		<p>NCS4 offers a cost effective program, coupled with training to accomplish screening/training.</p>
<p>Training</p>		
<p>1. All ticketing and gate personnel should be knowledgeable about tickets and credentials.</p> <ul style="list-style-type: none"> • Test and monitor for compliance 	<p>Patrons become upset when personnel do not know what they are doing and what is what.</p>	
<p>ALCOHOL MANAGEMENT</p>		<p>CDM</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Sales</p>		
<p>1. Follow local and state laws and regulations.</p>	<p>Legality of sales and possession</p>	<p>Will differ from state to state.</p>
<p>2. All sales personnel should be of age and have training to recognize over indulgent patrons and refuse to serve them.</p>	<p>Training</p>	<p>State Alcoholic Beverage personnel are a great resource and in most states will offer training.</p>

Use Policies/Procedures		
<p>1. Create clear written alcohol possession and use policies for events.</p> <ul style="list-style-type: none"> Specify that intoxication will not be tolerated, will result ejection and/or arrest, and enforce the policy 	<p>Public intoxication/ disorder Lack of policy Lack of enforcement often leads to other issues</p>	<p>Clear policy and procedures, communicated to patrons and dealt with zero-tolerance will put you in a more defensible position if something bad happens.</p> <p>Ensure that visiting school fans are aware of your policies.</p>
<p>2. Consider creating family friendly non-alcohol area(s).</p>	<p>Isolate drinkers from non-drinkers and minors.</p>	
<p>3. Train gate and usher staff on recognizing intoxicated patrons and what to do.</p>	<p>Lack of trained staff</p>	<p>Have supervisors deny entry, enforced by police.</p>
Possession/Consumption		
<p>1. If you have a no alcohol policy and you do not sell alcohol, you should develop a procedure for dealing with individuals that are in possession and/or consuming alcohol.</p>	<p>Your policy and laws</p>	<p>Clear policy and procedures, communicated to patrons and dealt with zero-tolerance will put you in a more defensible position if something bad happens.</p>
<p>2. Have a written procedure for dealing with underage drinkers and referral to Law Enforcement.</p>	<p>A violation of state laws.</p>	<p>Make sure Law Enforcement working your venue is aware of your policies and that you understand their position and response.</p> <p>State Alcohol Enforcement may assist.</p>

Intoxication/Enforcement		
<p>1. Have gate staff turn away intoxicated individuals prior to entering and notify Law Enforcement to handle.</p> <ul style="list-style-type: none"> • Document and photograph/video all violators 	<p>Prevent intoxicated individuals from entering event and causing problems.</p>	<p>All ejections for intoxication should be handled thru law enforcement. Ejected patrons should not be turned out on their own. Find a responsible person to release them to.</p>
Documentation		
<p>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.</p>	<p>Need appropriate records for enforcement, statistical analysis and potential litigation.</p>	
<p>2. Ensure accountability of all ejections through - identification, documentation and photograph/video.</p> <p>* If not under arrest, turn the intoxicated offender over to a responsible person</p>	<p>Prevent ejected drunk offender from causing additional problems and liability to the school.</p>	<p>This needs to be coordinated with Law Enforcement (whether Campus Law Enforcement or surrounding jurisdiction. Law Enforcement should be called to handle intoxicated individuals when they are being ejected.</p>

Topical Area: Emergency Action Planning

PLANNING		EAP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Develop and continually (prior to each season) revise a written Emergency Action Plan (EAP) for each campus sports facility/event (some also refer to this as an Incident Action Plan (IAP) or Emergency Operations Plan (EOP) - they are meant to be interchangeable.</p> <ul style="list-style-type: none"> • 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 	<p>Being able to respond effectively to any incident requires pre-planning and coordination.</p>	<p>This is scalable based upon your institution/event size, but driven by an effective risk/vulnerability assessment.</p> <p>Most of the plan components (developed/written) can be used for each venue’s plan.</p> <p>The local and state agencies (who will be responding to your incidents) along with the FBI and DHS Protective Security Advisors (PSA) are a tremendous resource and absolutely essential.</p>
<p>2. EAP should address all Game Day and non-Game Day threats and emergency issues to sort events/facilities from an ALL- HAZARDS approach (natural, technological and human caused) to:</p> <ul style="list-style-type: none"> • Minimize injury and loss of life • Establish effective response • Incident stabilization • Protection of environment • Minimize economic impact 	<p>Must be all encompassing.</p> <p>Will also assist in brand protection.</p>	<p>GUIDES Compliance regulations, laws and recommendations for your review:</p> <ul style="list-style-type: none"> a. Blood borne Pathogens (OSHA) b. EAP 29 CFR1910.38 c. FBI Law Enforcement Crisis Management Handbook d. Fire Prevention Plan 29 CFR1910.39 e. First Aid 29 CFR1910.151

		<p>f. NCS4 – MGT-404 Sport and Special Event Incident Management</p> <p>g. NCS4-AWR-167 Sport Event Risk Management</p> <p>h. NFPA 1600</p> <p>i. NIMS 100-800</p> <p>j. State Fire Codes</p> <p>You can also use ICS forms.</p>
<p>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.</p>	<p>Ensure accuracy and that appropriate individuals get notified.</p>	<p>Keep hard copy and electronic copy.</p>
<p>4. Create a plan for staffing according to the particular event and the assessed threat.</p>		<p>Use this to determine who you have where at any given time to address what specific incident.</p>
<p>5. Ensure plans are protected from unauthorized disclosure.</p>	<p>Not all parts of the plan should be open to public, especially tactical.</p>	<p>Treat as Law Enforcement sensitive.</p>
EXECUTIVE TEAM		EAP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish an Executive Safety and Security Committee (ESSC) comprised of key organizational heads or their designees from law enforcement (federal, state and local), fire, medical, health service, and emergency management, and all appropriate athletic/ facility/campus staff.</p>	<p>Provides organization, reduces confusion and establishes accountability while getting the most input.</p>	<p>This can be scaled based upon college/university/municipality size, geography and your local environment, for smaller schools/ community one person may serve multiple roles.</p>

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

<ul style="list-style-type: none"> d. Bomb Threat/Suspicious Package/Bombing e. Cyber Intrusion/Attack f. Demonstrations/Civil Disturbance/Riots g. Earthquake (if applicable) h. EMS/Medical i. Evacuation/Sheltering/Reunification j. Fatality k. Fire and Rescue l. Hazardous Materials Release m. Infrastructure Failure n. Marine (if applicable) o. Mass Casualty p. Public Transportation Incidents q. Structural Collapse r. Terrorism s. Weapons of Mass Destruction 	<p>Specific plans</p>	<p>These will be lead and developed by Public Safety personnel (Law Enforcement, Fire, EMS, and Emergency Management).</p>
EMERGENCY RESPONSE OBJECTIVES, MISSIONS, AND RESPONSIBILITIES		
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. EAP serves as a guide/plan - providing direction, principles, information, management, coordination, roles, responsibilities and outline Command and Control for All-Hazards response requirements and foreseeable circumstances.</p>	<p>This provides organized structure and response procedures should an emergency/critical incident occur.</p>	<p>Should follow NIMS/ICS.</p>

<p>2. Provide response procedures to protect people and property during an incident.</p>		
<p>3. Provide a structure for coordination between facility/event personnel and government authorities to promote an effective response and resolution.</p>	<p>Cooperation and collaboration</p>	<p>This will also serve as your guide for exercises.</p>
<p>COMMAND and CONTROL</p>		<p>EAP</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. The exercise of authority and direction by a properly designated leader(s), which provides unity of command over assigned and attached components within a chain of command for the accomplishment of the mission, affords fixed responsibility with support from an executive decision group – ESSC.</p>	<p>One of the most important principles of effective inter-organizational performance is unity of effort with clear lines of command and control. Pre-defined chain of command brings clarity in crisis.</p>	<p>Leadership is a VERY important component, as is coordination and team effort.</p>
<p>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.</p>	<p>Each by name</p>	<p>You can pre-designate who will be the Incident Commander for any incident. Generally it is an agency/ organization head or designee (i.e. Police Chief, Fire Chief, etc.).</p>
<p>Jurisdictional Roles and Responsibilities</p>		
<p>1. Hold pre-event meetings between decision makers to sort out and understand jurisdictional roles and</p>	<p>Clear lines of roles and responsibilities</p>	<p>This should occur regardless of institution/event size.</p>

<p>responsibilities of the various public agencies and the event organization decision makers.</p>	<p>Eliminates confusion during an incident.</p>	<p>Ideally, you would have annual major planning/reviewing meetings with all parties to address ALL your venues plans, then as needed to modify/changes to plans and just prior to each event to ensure everyone is ready.</p>
<p>NIMS/ICS</p>		
<p>1. All schools should be trained in and during incidents operate under NIMS/ICS.</p>	<p>A mandated system for operating crisis incidents across multiple jurisdictional levels and organizations.</p>	<p>Free training is available through DHS/FEMA and NCS4 for all segments of NIMS/ICS.</p>
<p>Communications</p>		
<p>1. Develop an Operations/ Communications plan that includes options and alternative methods to communicate at all levels from CP to line operations.</p>	<p>Communications is one of the most important yet least attended issues that arise during an event. Pre-planning and redundancy are essential.</p>	<p>This is clearly scalable based upon the size of your operation with many options. Interagency communication is essential during a crisis and should be a high priority.</p>
<p>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).</p>	<p>Interoperability is very important.</p>	<p>Technology can significantly assist in this effort, but it is not cheap – don't let cost prevent you from having interoperability you can place dispatchers/communicators next to each other in the UJOC for situational awareness.</p>

<p>3. Plan for multiple communications platforms with sufficient redundancy to get timely accurate information to those who need it when they need it.</p>		<p>Consider public safety communication capabilities, commercial radios, landlines, cellular, HAM radios, JumboTrons, broadcast media, social media and PA systems.</p>
<p>4 Test communication plan/ equipment in a working environment, ensuring the equipment and location is functional before each event.</p> <ul style="list-style-type: none"> • Install signal enhancement (repeaters) to ensure venue-wide coverage as necessary for all communications (radio, cellular, data) 	<p>Reliability of communication capability overall and in a high noise environment.</p>	<p>Regardless of size this should be performed prior to EACH event.</p>
<p>5. Ensure that you do not rely upon any single method/system of communicating for operational or emergency communications.</p> <ul style="list-style-type: none"> • With technology advances, don't forget the old reliable capabilities that have proven tried and true, such as Ham Radios and their operators 	<p>Technology dependency and reliability under stress.</p>	<p>Always have a back-up even if it is dispatching person to relay information. For large scale events consider bringing in cellular providers to beef up existing cellular infrastructure at the venue to accommodate large crowd use of cellular resources.</p> <p>First responders, consider the GETS and/or WPS program offered through the federal government to get priority phone service during an emergency.</p>
<p>6. Have megaphones as backup for crowd control.</p> <ul style="list-style-type: none"> • Also use first responder equipment PA's for emergency communications 	<p>Be prepared for the unexpected.</p>	<p>Pre-stage PA's at exit areas around the stadium/arena.</p>

<p>7. Develop audio and video scripts for all types of incidents with specific emergency announcement broadcasts.</p> <ul style="list-style-type: none"> • New megaphones allow for pre-recording of various incident scripts 	<p>Avoid crisis confusion.</p>	<p>Consider all forms of media. Have these scripts in the appropriate hands or pre-programmed into the devices to save critical time.</p>
<p>Public Information/Media Relations</p>		
<p>1. Designate and authorize the Public Information Officer (PIO) to respond to the media and general public in the event of an incident so as to establish a single authorized, authoritative voice.</p> <ul style="list-style-type: none"> • Consider establishing a Joint Information Center (JIC) to: <ul style="list-style-type: none"> ○ Coordinate messaging among Event Ops and all jurisdictions ○ Share news releases, questions and situational awareness ○ Share information and breaking news with media and the public thru news releases, interviews and social media ○ Speak with a single voice and avoid confusion ○ Coordinate social media messaging 	<p>Preplanning and deciding who will handle media/ information reduces what will be a very chaotic environment during an incident/crisis.</p>	<p>Try to use the most experienced individual, regardless of agency/ organization who will be available on-site during your event who can speak authoritatively.</p> <p>This may require a collaborative effort since different organizations may have different rules and goals; consider a two person team approach (one public and one private).</p>
<p>2. Develop policies and procedures to advise the media and general public of the situation to defuse rumors and panic.</p>	<p>Avoid confusion and the appearance of un-informed chaotic reporting.</p>	<p>This should be a team effort.</p> <p>May already be addressed in institution’s larger Information Management Plan.</p>

<ul style="list-style-type: none"> • Should set up a media briefing area away from the UJOC to deliver media briefings 		<p>Keep media briefing away from the UJOC to avoid congestion and prevent media from accidentally getting access to something or someone they should not.</p>
<p>3. Develop a procedure for reuniting family members in the event of an incident and communicating this information.</p>		<p>See GAME DAY PLAN - Reunification</p>
<p>Intelligence and Investigations</p>		
<p>1. Intelligence comes in many forms; establish a plan for handling the collection, maintenance, sharing and protection of information.</p> <ul style="list-style-type: none"> • Analysis of incoming, existing and developed information thru sources, databases, social media, etc. to determine information of value to direct prevention, mitigation and/or responses • Ensure appropriate communication flow from Intel to those with a need to know • Intel should also task out their needs for field information • Establish a program for staff/spectator situational awareness 		
<p>2. The primary law enforcement agency responsible for the event is the best choice for handling, logging and/or protecting intelligence material, documentation and maintenance/retention.</p>	<p>Legality, protection and maintenance</p>	

<p>3. Local Law Enforcement agencies should consider the development of specially trained Behavioral Detection Officers who have learned to read individual behaviors for clues of actions to come.</p>	<p>Special skills</p>	<p>This is multi-dimensional and can be used in daily non-event operations.</p>
<p>Emergency Management (EM)</p>		
<p>1. Emergency Management is the creation of plans through which communities reduce vulnerability to hazards and cope with disasters. It does not avert or eliminate the threats; instead it focuses on creating plans to decrease the impact of an incident. Failure to create a plan could lead to damaged assets, human mortality and lost revenue.</p> <ul style="list-style-type: none"> • Many universities today have their own Emergency Management 	<p>Prevention and preparation</p>	<p>All states, counties and major cities have EM units that are essential to effective support for your events and thru which all FEMA resources will come.</p> <p>In some states the Homeland Security Dept. fills much of this role.</p>
<p>Background Screening/ Credentialing/Accreditation</p>		
<p>1. Conduct a background check on all personnel working in any capacity of an event (paid or volunteer) based upon their position.</p>	<p>Litigation liability protection</p>	<p>See SPDTC</p>
<p>VIP/Dignitary Protection</p>		
<p>1. VIPs/Dignitaries require close coordination with both LE and Event Ops – because of their notoriety and possible protective detail (often armed) they</p>	<p>Pre-plan as a possible disruption</p>	<p>If this is a requirement for your event, designate a coordinator.</p>

<p>present unique challenges whether as an entertainer or spectator. Often they will also be associated with a sponsor, which adds another element of coordination. This includes protection, escort and transportation.</p>		<p>If any pre-broadcast of VIP attendance, extra precautions should be taken, based upon an intel assessment. Seating can present a challenge for the security team.</p>
<p>Unified Joint Operations Center (UJOC)</p>		
<p>1. Each event must have an identified facility for a Unified Joint Operations Center (UJOC). The UJOC serves as the primary command and control combining both operations and event management.</p> <ul style="list-style-type: none"> • UJOC will coordinate information and resource deployment among race control, local, regional, state and federal partners • Goals: <ul style="list-style-type: none"> ○ Common operating picture, provide timely and accurate situational awareness for emergency operations ○ Platform for effective multi-jurisdictional decision making ○ Coordination between Public Safety and Race Operations ○ Provide timely and effective incident response and necessary resources ○ Coordinate intelligence and investigations 	<p>Particularly important to centralize communications when you do not have interagency communications. Reduces time to react.</p> <p>Allows for easier and better coordinated conferencing.</p>	<p>This term is interchangeable and may also be called the Multi-Agency Coordination Center (MACC).</p> <p>Make-up of the UJOC depends on the scope of your events and the number of different jurisdictions.</p>
<p>2. The UJOC should be manned as a multi-agency/entity equipped facility by ICS personnel to address all contingencies consistent with NIMS.</p>		<p>UJOC tends to be more agency encompassing and inclusive of all relevant organizations.</p>

<ul style="list-style-type: none"> • UJOC will maintain a cross-reference of all authorities and references (laws, regulations and decisions) 		
<p>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.</p> <p>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.</p> <p>Communications capabilities should include outside landlines, cellular, HAM, sat phone, stadium extension phones and direct lines/radio contact with Law Enforcement, Fire, EMS and key team officials.</p>	<p>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.</p>	<p>Video storage capability for a minimum of 30 days.</p> <p>Central point of communications.</p>
<p>• Stadium/Arena Operations/Observation Center (S/AOC)</p>		
<p>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, radio, cellular and contact information for Law Enforcement, Fire, EMS and key team officials.</p>		<p>Can be created as needed.</p>

<ul style="list-style-type: none"> • This allows for rapid operational response for incidents and evacuation/sheltering monitoring 		
<p>• Observation Posts (OP)</p>		
<p>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.</p>	<p>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.</p>	<p>Whenever possible, you want Law Enforcement/retired Law Enforcement or people who have been trained observers that have that sixth sense to recognize the out of norm/ordinary.</p>
<p>2. Depending upon your event and intel, you may have any number of OP's as necessary to afford you visibility, control and feedback from various areas surrounding your event with direct connectivity to the UJOC.</p>		<p>This is flexible to your needs and resources.</p>
<p>• Emergency Operations Center (EOC)</p>		
<p>1. This should be the city/county facility that serves to backup/support the UJOC and should the UJOC become nonfunctional or a major incident unrelated to the event, the designated location would assume the UJOC role.</p>	<p>Backups are prudent preparation.</p>	<p>Once again there needs to be partnerships/collaboration. This could also be an off-site institution EOC.</p>
<p>2. The EOC will require redundant communications (all forms) capability with the event.</p>		<p>This normally exists in a city/county EOC operated by Emergency Management.</p>

Blueprints, Maps, Diagrams, CAD, GIS		
<p>1. Gather together all blueprints/CAD of buildings/facilities, GIS/area/aerial maps, utilities, photographs and diagrams for planning, implementation strategies and response.</p> <p>Location directory/maps of:</p> <ul style="list-style-type: none"> • All ingress and egress points • Electrical boxes and transformers • Emergency shelter areas • Emergency vehicle staging areas • Evacuation assembly points • Hazardous material storage • Life safety equipment (first aid, AEDs, fire alarm manual pull stations) • Rail lines • Transportation Hubs • Utilities locations (and shut-offs) 	<p>It is too late to try and collect/find these during a crisis, but could mean the difference between life and death.</p>	<p>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.</p> <p>FBI Law Enforcement Online offers a free event management system online.</p>
<p>2. Make sure that copies, digital or paper, are maintained in the UJOC and are reviewed during planning sessions.</p>		<p>If digital they can be project on screens and sent to smartphones.</p>
<p>3. All things should be logged and documented.</p>	<p>Litigation protection</p>	<p>During after-action review for lessons learned include plan modification.</p>

Traffic Control and Parking		
<p>1. This is a significant component so develop a detailed plan for vehicular flow into and out of your event/venue, road closings, including staging and entry/exit of responding emergency vehicles.</p>	<p>This addresses the most disruptive aspect of your event on the community.</p>	
<p>2. Plan arrival/departure into and out of parking lots, how to divert from full lots to alternate parking.</p>		<p>Particular attention to this helps with patron satisfaction, as traffic and waiting are the most frequently mentioned as frustrating.</p>
EOD/WMD/CBRN/Bomb Dogs		
<p>1. These are specialty areas that require subject matter experts (SME). The SMEs MUST be consulted for your event and develop a plan for dealing with and responding to incidents involving:</p> <ul style="list-style-type: none"> • Bomb threats • Bomb/explosives search/screening • Bombing/explosion • Suspicious packages/items – render safe • WMD (chemical, biological, radiological, nuclear) 	<p>Anticipate and plan for your response.</p>	<p>Major cities/counties in the US have these SMEs on staff; others rely upon the FBI, BATF, and the military for support.</p> <p>Establish a Threat Assessment Team to evaluate and advise on these type incidents, FBI will assist.</p>
Rapid Investigative and Tactical Response Teams		
<p>1. Ensure you have sufficient specialty resources for investigation and tactical teams strategically located to respond to any incident as required.</p>	<p>Pre-plan response and exercise.</p>	<p>This is certainly scalable based upon threat and size of school:</p> <ul style="list-style-type: none"> • For large facilities you may wish to divide the stadium/arena into sectors to facilitate the pre-positioning, coordination and rapid response of

		<p>your investigative and tactical teams into these sectors</p> <ul style="list-style-type: none"> • A Sector Team Leader should be assigned for each • The Investigative Team members should work close with Intelligence Group to identify and mitigate any suspicious behavior
INCIDENT RESPONSE PLANS		EAP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. EAP needs to include response modules/plans for dealing with each area below, designating the Incident Commander for each.</p>	Pre-planned response capability	
Fire and Rescue		
<p>1. Plans should address fire response for the specific venue and consider staging equipment and manpower - make sure they all understand the various incident plans including where their response will be required.</p>		This will be scaled based upon the threat and size of event.
EMS/Medical		
<p>1. Due to the nature of the event, additional medical resources may be required on site. Make sure they all understand the various incident plans including where their response will be required.</p>		This will be scaled based upon the threat and size of event.

Terrorism		
<p>1. In today’s world, we must be alert for and develop both preventive measures and response capabilities in anticipation of a terrorist attack.</p> <ul style="list-style-type: none"> • Adopt the DHS “See Something, Say Something” plan or similar programs that engage workers, participants, spectators and the public 	<p>Advertise “Hot Line” number, text or twitter addresses to report information.</p>	<p>The FBI can assist your planning for terrorism and alert you to any threats to your venue.</p> <p>The threat environment is ever-evolving and new threats of terrorism from the Islamic State (ISIL), continuing media coverage and glorification of homegrown self-radicalized lone operators.</p>
Adverse Weather		
<p>1. The Severe Weather Plan should provide guidance, establish procedures, and assign responsibilities in severe weather situations and potential weather emergencies (for your area) including evacuation/sheltering.</p> <ul style="list-style-type: none"> • Plan should have sub-sections for: <ul style="list-style-type: none"> ○ High wind such as a tornado ○ Heavy rain/hail or flooding ○ Snow or sleet ○ Lightning ○ Heat stress ○ Severe cold or hypothermia • 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 • Develop triggers for postponing, suspending and cancelling the event so everyone knows the criteria 	<p>Severe thunderstorms, hail, high wind, tornados, flooding snow, ice storms, extreme heat and other adverse weather can endanger life, destroy property, and may hinder operations.</p> <p>Minimizing injuries and property damage are top priorities.</p>	<p>Establish liaison with the National Weather Service, as they can assist in plan development.</p>

<p>2. When a severe weather warning, tornado watch or warning, or flood warning is issued, your plan should be implemented in some defined form.</p> <ul style="list-style-type: none"> • Monitor weather closely for the two weeks before the race. If heavy snow and extremely cold or hot weather is predicted, activate this severe weather plan and consider cancellation 	<p>Protect life and property.</p>	
<p>3. Planning for evacuating/sheltering should specifically identify decision making levels authority, with one person on-site who will make the decision (with partner input).</p>	<p>By name</p>	
<p>4. Plan for temperature extremes of hot and cold, should include medical response component.</p>		
<p>5. Heat Stress</p> <ul style="list-style-type: none"> • For heat stress, add fluid stations as replenishment needs will increase • Make available an increase of ice to medical stations • Pre-stage buses as cooling stations (during and after) • As a precaution, have additional ambulances standing by 		

<p>6. Severe Cold, Hypothermia</p> <ul style="list-style-type: none"> • When there are predictions for cold weather, start communicating prior to the event the necessity to bring warm clothing • Consider postponing the event if it will be below freezing for the entire event • Pre-stage buses as warming stations (before, during and after) for outdoor events 		
<p>Infrastructure Failure</p>		
<p>1. Need to plan for all potential utility/infrastructure failures that can affect your event so you can have contingencies to address the failure and prepare for recovery.</p>	<p>Reduce response/recovery time.</p>	
<p>Water Main Break</p>		
<p>1. Plan to have personnel from the Water Agency/ Company on-call with direct communication and ready to respond.</p> <ul style="list-style-type: none"> • Have a response and recovery plan in place 		
<p>Gas Leak</p>		
<p>1. Plan to have personnel from the Gas Agency/ Company on-call with direct communication and ready to respond.</p> <ul style="list-style-type: none"> • Have a response and recovery plan in place 		

Sewer Break		
<p>1. Plan to have personnel from the Sewer Agency/ Company on-call with direct communication and ready to respond.</p> <ul style="list-style-type: none"> • Have a response and recovery plan in place 		
Electrical Power Failure		
<p>1. Develop and practice a plan to deal with all complications emanating from partial or total loss of power.</p> <ul style="list-style-type: none"> • Have a response and recovery plan in place 	<p>Temporary outages are the most common and may be a nuisance or crisis.</p>	<p>For events with more than 2000+ attendees, system specialists should be on-site during event in case of breakdown or outage of IT systems. Outages are often associate with adverse weather; you need to correlate with your weather plan.</p>
<p>2. All facilities should have emergency generators/backup batteries to power life safety, critical communications and evacuation lighting.</p> <ul style="list-style-type: none"> • Have a pre-written announcements for power outages that are broadcast via PA and social media 		<p>If the facility is WIFI equipped, it should be included on emergency power since it is widely used today for critical communication.</p>
<p>3. UJOC should have emergency generators/backup batteries to power life safety, critical communications and evacuation lighting.</p> <ul style="list-style-type: none"> • Cellular communications should have some backup capability for continuous use as an emergency communication vehicle 		

<ul style="list-style-type: none"> • Pre-establish emergency contacts with your local power utility for coordination and rapid response of their resources – when possible have crews onsite 		
<p>Active Shooter</p>		
<p>1. Develop and practice a plan to deal with an active shooter during an event.</p> <ul style="list-style-type: none"> • Observation and surveillance (a combination of human and video) around the venue is essential • Have response teams positioned 		<p>FBI and DHS offer programs to help schools develop plans.</p> <p>Intel is important.</p> <p>Collaborate with all surrounding agencies that may potentially respond.</p>
<p>Aviation Incident</p>		
<p>1. Plan should address an aviation accident, attack or nuisance to include UAV/UASs.</p> <ul style="list-style-type: none"> • Larger events should request a Temporary Flight Restriction (TFR) from FAA • Establish your policies and develop plans to deal with UAV/UASs both curiosity and adversarial 	<p>Crashes or attacks</p>	<p>The FBI and the NTSB will always be in-charge of impact scene.</p> <ul style="list-style-type: none"> • FBI = Scene and evidence collection • NTSB = Incident cause <p>Coordinate with local Law Enforcement.</p>
<p>2. Plan should include liaison and contact information with the FAA.</p>		

Cyber Intrusion/Attack		
<p>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.</p> <ul style="list-style-type: none"> • Establish requirements for credentials needed to access information, and the issue and regular resetting of passwords • Immediately cancel access for terminated employees/volunteers • Implement data loss prevention programs 	<p>Protect systems that have operations and control over various aspects of the facility.</p>	<p>Many components of today’s facilities are operated via cyber programs that control the components (i.e. HVAC, lighting, PA, video boards, etc.).</p>
<p>2. Develop an incident response plan to deal with an intrusion/attack/loss of data.</p> <ul style="list-style-type: none"> • Implement a forensic analysis following a cyber-attack that results in the theft of information, unauthorized access to systems, or disruption/destruction of systems 		<p>Immediately notify the FBI.</p> <p>Have an IT specialist on-site.</p>
<p>3. Ensure personal devices that connect to facility systems, do so only under clearly defined and secured processes.</p>		
<p>4. Keep an accurate and current inventory of all facility-owned IT devices and users.</p>		

<p>5. Define security requirements for third-party vendors or other non-school personnel who will be granted access to IT systems.</p>		
<p>6. Provide training on information security policies, procedures, responsibilities, and incident reporting to all employees that use or have access to the event/facility’s information technology systems.</p>		
<p>Maritime (If Applicable)</p>		
<p>1. If your event/facility is water accessible, you should have a marine patrol and life safety response capability to address criminal/terrorist incidents, accidents or “boat-gating.”</p>	<p>Boats of various sizes can be used to deliver attacks.</p> <p>Drinking and boating can/will present issues.</p>	<p>Coast Guard can provide assistance.</p>
<p>Demonstrations/Civil Disturbance/Rioting</p>		
<p>1. The crowd management plan should reflect the intended actions of event security personnel, campus/local law enforcement response and the use of tactical teams.</p> <ul style="list-style-type: none"> • Ensure you have sufficient resources on call 	<p>Considering radical protests/demonstrations, 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.</p>	<p>Pre-planning is important to preventing an incident from getting out of control and precipitating violence; as well as a well-organized response.</p>
<p>2. The plan should address throwing objects on the playing surface and/or at players/coaches/referees.</p>	<p>Protection of competitors/officials</p>	<p>Assign separate officers to competitors/officials.</p>

<p>3. Define arrest conditions and temporary lodging as well as prisoner transport.</p>		
<p>Structural Collapse</p>		
<p>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). This should address temporary stands/bleachers.</p>	<p>To address structural collapse.</p>	<p>The cause of the collapse could be accidental or intentional, which may be associated with a precipitating incident and covered in the EAP. Also, consider that it may be a crime scene.</p>
<p>2. Consider construction materials used in the stands/bleachers and their current condition in response plan.</p> <ul style="list-style-type: none"> • This should also be addressed in your Risk Assessment 		
<p>Mass Casualty</p>		
<p>1. Develop a plan that addresses campus/venue specific needs and layout to address mass casualty/fatalities.</p> <ul style="list-style-type: none"> • Many of your medical resources will be off-site and need to respond, the on-site staff need to be knowledgeable of the Mass Casualty Plan 	<p>To address mass casualty incidents</p>	<p>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 for your event.</p>

Earthquake (If Applicable)		
<p>1. If the venue is within an earthquake zone, you should prepare a plan to deal with the potential consequences.</p>	<p>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.</p>	<p>Some of your other plans, such as Structural Collapse and Mass Casualty, may be referenced in this plan.</p> <p>You may have to act with the resources you have if the quake impacts the larger area of your city/ county, since it will probably draw away some or most of the public safety resources from your event.</p>
<p>2. The plan should include dealing with the consequences of damage to public utilities at your venue as well as public transportation.</p>		
Evacuation/Relocation/Shelter-in-Place		
<p>1. Develop an effective detailed written evacuation/sheltering plan for your venue that sets forth the who, what, when, where, and how of evacuation, relocation and shelter-in-place.</p> <ul style="list-style-type: none"> • Develop with input from your Public Safety partners and event staff • Review with Incident Command staff at Public Safety briefings • Prepare for all-hazards • Should include a traffic management plan for evacuation • Should identify sheltering space in and around the facility for all-hazards sheltering 	<p>Life safety under all conditions is first and foremost.</p> <p>Evacuation Plan provides instructions and guidance on effectively addressing safety of all individuals in attendance.</p> <p>Based upon circumstances, pre-designate facilities for housing/ sheltering.</p>	<p>Simulations offer a tremendous advantage in predictive planning evacuation/sheltering – NCS4’s SportEvac offers this benefit.</p> <p>The evacuation/sheltering plan is an essential element of your EAP.</p> <p>Be consistent between venues within your campus to reduce confusion.</p> <p>Training Resource: NCS4 also offers training for plan development and execution - MGT-412: Sport and Special Event Evacuation Training and Exercise</p>

<p>2. The first step is for you to define all the potential hazards and scenarios that could cause a partial or full evacuation or sheltering.</p> <ul style="list-style-type: none"> • Pre-define who has the authority and will make the decision to relocate along with how it will be communicate 		<p>Evacuation planning should be based on a risk assessment that takes time, distance and size of group(s) into account.</p> <p>During events ensure egress points have personnel posted and remain unlocked for evacuation or sheltering movement.</p>
<p>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 (i.e. thunderstorms, lightning, hail, tornados, ice, flooding, hazardous chemical release) along with the total number of individuals each area can safely accommodate.</p>		<p>Making the decision to evacuate, shelter in place, or relocate during an incident is a complicated process and requires input from various entities knowledgeable in the surroundings and structures, the size, distribution and condition of the spectators, participants, the hazard involved, and the anticipated response to that hazard.</p>
<p>4. 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.</p> <ul style="list-style-type: none"> • 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 (i.e. ice, hail, thunderstorms, lightning, tornados, flooding, hazardous chemical release) along with the total number of individuals each area can safely accommodate. 		<p>These all should be included in your plan for each event and is applicable to all size events.</p>

<p>5. During events, ensure egress points have personnel posted to control and expedite evacuation or sheltering movement.</p>		
<p>6. Conduct pre-event video presentations that include the venue evacuation plans.</p> <ul style="list-style-type: none"> • This is also critical for training venue staff and Public Safety 		
<p>7. Voluntary vs. Mandatory –Time, conditions, circumstances, number of people and the precipitating incident will dictate whether the action is voluntary or mandatory.</p> <ul style="list-style-type: none"> • Anticipate that an incident could occur that causes a non-ordered impromptu/panic mass evacuation – consider how you will respond 	<p>Anticipate different potential precipitators and outcomes.</p> <p>Unanticipated incident</p>	<p>This is clearly the most dangerous of situations due to panic. Plan response of how to use the crowd flow, based on environment and methods of communication, lighting or no lighting.</p>
<p>Hazardous Materials</p>		
<p>1. Have a written plan for dealing with hazardous/toxic material exposure (i.e. fuels, propane, chemicals, fertilizers, garbage, and sewage).</p>	<p>These are likely incidents that, because of mass numbers of people on-site, have the potential to be a Mass Casualty event.</p>	<p>Your local fire department and emergency management are great resources.</p>

<p>2. Include on-site a Material Safety Data Sheet (MSDS) prepared for all hazardous materials on-site, to include contact information for assistance and maintained in the UJOC.</p>	<p>Knowing where to get the information is important. Delays during crisis can be detrimental.</p>	<p>Have a hazardous materials specialist (usually a fireman) on-site for large events.</p>
<p>3. Address decontamination procedures and on-site capabilities.</p> <ul style="list-style-type: none"> • Have a decontamination plan 		<p>Fire/EMS will most likely be responsible for and provide the capabilities for decontamination.</p>
<p>4. Include procedures and security for fireworks and other pyrotechnics, if used during the event.</p>	<p>Potential for fire or explosion</p>	<p>Must have a fire unit on-site.</p>
<p>Bomb Threat/Suspicious Package/Bombing</p>		
<p>• Plan/Policy/Procedures</p>		
<p>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.</p>		<p>FBI, DHS, BATF can assist in developing your plan.</p>
<p>2. Make use of the Unified Command for assessment, decision process and response.</p>		<p>Establish a Threat Evaluation Team the FBI can assist.</p>

• Records and Retention		
<p>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.</p>		Local/state laws make control retention times.
• Threat Checklist		
<p>1. Use Bomb Threat caller checklist and train staff who may receive calls/texts.</p> <ul style="list-style-type: none"> • Install caller identification and/or coordinate phone call trap capability • Call maybe via VOIP 		FBI, BATF, and DHS can provide this.
• Threat Assessment		
<p>1. Create a Threat Evaluation Team that can be called upon when threat(s).</p>		FBI, BATF, and DHS can assist with this.
• Pre-Game Sweeps		
<p>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.</p>		<p>White level search is an inspection by all staff of their respective workplaces for any articles that are unusual, suspicious or unable to be accounted for.</p> <p>If resources available conduct CBRN sweep.</p>

<p>2. Establish pre-game sweeps, ideally a few hours before the event and keep controlled (lockdown) until gate opening.</p>		<p>Set a timeframe ahead of event for pre-scans/sweeps – this will be dependent upon the size of the venue, size of the event, threat intel, and manpower/ dogs/equipment Once sweep is complete, areas must be locked down to the extent possible.</p>
<p>• Handling of Suspicious and/or Unattended Items</p>		
<p>1. Determine the need for personal protective equipment for employees (i.e. toxic material detectors, breathing apparatus).</p>	<p>Some institutions have their own initial response personnel and they will need appropriate protective equipment.</p>	<p>Smaller institutions will likely rely on public safety personnel to respond and handle this.</p>
<p>2. Purchase, train and store equipment for ready use in the event of an incident.</p>	<p>This is obviously dependent upon the level of resources of a given institution.</p>	<p>Remember OSHA.</p>
<p>3. Prepare a document on “How to Recognize and Handle a Suspicious Package or Envelope” and familiarize staff.</p> <ul style="list-style-type: none"> • All letters, envelopes and packages should be handled in accordance with instructions set forth in above document • The plan should include the following: <ul style="list-style-type: none"> ○ Attempt to identify the owner by inquiring with individuals located in proximity to the item ○ If the owner of the item is identified, return to assigned duties 		<p>Follow USPS, DHS, FBI or BATF suspicious mail and package best practices when preparing your “How to” document.</p> <p>See NCS4 example</p>

<ul style="list-style-type: none"> ○ If the owner cannot be located, remember the acronym HOT to evaluate need for further action: <ul style="list-style-type: none"> • H – Does the item appear to have been hidden? • O – Is the item overtly suspicious (wires, phones, etc.)? • T – Is the item typical for the area /type of event (i.e. - clear plastic bags)? ○ Inform nearest law enforcement officer or call 911 if HOT criteria is present 		
<p>4. Consider processing mail off-site if possible.</p> <ul style="list-style-type: none"> • Any facility used for mail processing should have independent HVAC systems and alarms or monitoring systems that have current or pending SAFETY Act approval 		
<p>5. Ensure that all staff are trained on recognizing suspicious items and proper handling (protect the area and notify UJOC).</p>		
<p>• <i>MOUs</i></p>		
<p>1. Ensure that all plans address the need, request for and response of resources beyond the campus' capabilities.</p>		<p>City/County/State Emergency Management can assist.</p>

<p>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.</p>		<p>For additional Law Enforcement (active shooter, riot), IT (computer/network failure), heavy equipment (structural collapse).</p>
<p>Public Transportation Incidents</p>		
<p>1. Develop a plan to address incidents that may occur with the various modes of transportation (bus, train, subway, ferry, trams) used by your event.</p>	<p>Planned response</p>	<p>For larger events consider having a representative in the UJOC. For smaller events insure you have contact numbers in case of an emergency.</p>
<p>Weapons of Mass Destruction (WMD)</p>		
<p>• Chemical, Biological, Radiological, Nuclear</p>		
<p>1. Develop a plan to address the response of campus and external resources in the event of a WMD incident.</p>	<p>Worst case preparation</p>	<p>WMD incidents by their very nature are mass casualty and criminal or terrorist acts and therefore are crime scenes. FBI will take control. Also, because of the magnitude of these types of incidents, a major public safety/emergency management response will occur. FBI can assist in planning.</p>
<p>2. Integrate your plan with the larger public safety/emergency management response plan.</p>	<p>Determine plan of action for in-between (arrival) time.</p>	<p>For smaller events it may take longer for specialty units to arrive.</p>

Fatality		
<p>1. Develop a plan to deal for on-site fatalities:</p> <ul style="list-style-type: none"> • Accidental • Criminal 		<p>Will you suspend the event? You may have to if criminal, as it will be a crime scene.</p>
BUSINESS CONTINUITY/DISASTER RECOVERY (BC/DR)		EAP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Campus should prepare a BC/DR plan for each facility/event.</p> <ul style="list-style-type: none"> • Anticipate many catastrophes and the potential that you may have to shelter in your stadium/arena 		<p>Consider using your local DHS Protective Security Advisor and Infrastructure Protection Program to assist. FEMA can also assist.</p>
<p>2. Identify your security and safety needs for continuation and recovery for your event.</p>		
AFTER-ACTION REVIEWS		EAP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. An After-Action Review (AAR) is an important component of the continued security and safety process.</p>	<p>“Lessons Learned” are important to continuous improvement.</p>	

<p>2. Conduct review after every event.</p> <ul style="list-style-type: none"> • WHEN - should 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 prepared including all the information obtained and an analysis conducted - it should be provided to all meeting participants to review for completeness and accuracy 	<p>The reason is you want to capture the info while it is still fresh in everyone's mind. This creates a relaxed environment.</p> <p>These are natural segments.</p> <p>You don't want everyone, but you want everyone's input, so have key personnel collect input from those under them.</p>	<p>Appoint a scribe to capture and document the information.</p>
<p>3. After a review is completed, the final AAR should be produced with a list of recommendations. A copy should be provided to all participating entities.</p>	<p>Document process and lessons learned.</p>	
<p>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 is adopted.</p>	<p>True value of the process</p>	

Topical Area: Routine Non-Game Day Operations/Measures

SECURITY		RNGDOM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have procedures in place to Deter, Detect, Delay and Respond to criminal acts, terrorism or sabotage</p> <ul style="list-style-type: none"> • These should include: <ul style="list-style-type: none"> a. Routine equipment inspections for tampering b. Awareness training c. Restricted access to sensitive areas 	<p>Protect 7 X 24 X 365</p>	<p>Develop a Crime Prevention Program and educate sports facilities staff.</p>
ACCESS CONTROL		RNGDOM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. The facility should have documented and implemented strict visitor identification, escort and access control procedures.</p> <ul style="list-style-type: none"> • These should include: <ul style="list-style-type: none"> a. Visitor identity verification (Gov't ID) b. Temporary badging c. Escort by appropriate personnel 	<p>Control who accesses your sports facility's when.</p>	<p>This is often complicated by dual use of your sports facilities (classrooms, offices, intramurals, etc.).</p> <p>Therefore, extra efforts and technology should be used.</p>

<p>2. Implement strong access controls for:</p> <ul style="list-style-type: none"> • Athletic offices • Locker rooms • Training facilities 		
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Topical Area: Risk and Threat Assessment/Vulnerabilities and Planning

ASSESSMENTS		RTAVP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. A Risk/Threat Analysis is one of the most important elements of a comprehensive safety and security plan.</p> <ul style="list-style-type: none"> • Focused on campus sports events and the facilities hosting them (both on and off campus) • Comprehensively assess the risk environment, utilizing an all-hazards approach to identify vulnerabilities, adjust strategies and processes, and develop contingency and mitigation plans to address risks and vulnerabilities with higher probability and impact to the event that may or may not be mitigated through available resources 	<p>Without the assessment one cannot effectively develop and implement a security and safety plan.</p> <p>Pre-planning, anticipate and preparation</p> <p>Roles and responsibilities</p>	<p>This should occur regardless of the size of event.</p> <p>The same elements are present for both small and large events/facilities. Scaling comes to play in during implementation.</p>

<p>2. Conduct a Risk/Threat Assessment for vulnerabilities of ALL events and collect Intelligence/information - also include a detailed criminal, terrorism, fire safety and a medical response risk assessment. Take an All-Hazards approach.</p> <p>See Incident Response list in EAP Section as probable task categories for assessment and include:</p> <ul style="list-style-type: none"> • Site assessment and geography • Culture and climate assessment • Capacity assessment • Resource assessment <p>Consider your Risks/Threats as: High or low RISK as compared to high or low FREQUENCY</p> <p>Six common categories of risk to consider:</p> <ol style="list-style-type: none"> a. Historical - what types of incidents have occurred in community, facility, other events in area and other like-type events b. Geographic - what can happen as a result of the event's location c. Technological - what can result from a process, system or equipment failure d. Human Error - what can be caused by a staff error, have they been trained, do they know what to do and have you tested them 	<p>Risks and threats exist, but until identified and ranked for mitigation there is a potential for disaster.</p> <p>Risk is the possibility of loss resulting from a threat, security or safety incident, or event.</p> <p>Risk Management is a systematic and analytical process to consider the likelihood that a threat will endanger an asset, individual or function.</p> <p>Risk = Consequences X Probability</p> <p>When considering risk remember that rarely do we make mistakes on high frequency tasks because they are things we do a lot and we tend to do very well. Low frequency tasks are the most problematic because we do not do them routinely.</p>	<p>DHS offers assessment plans and a self-assessment tool specifically for sport facilities. Your local PSA can assist.</p> <p>NCS4 offers several documents that address this and developed the Sport Risk Assessment Model. This model is meant to be a collaborative effort among all stakeholders.</p> <p>NCS4 also offers Sport Risk Assessment training and will conduct an assessment through SESA. TEEX also offers risk assessment courses.</p>
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<p>e. Physical - what can result from design/construction issue of facilities, utilities, tents, start/finish lines or stage</p> <p>f. Regulatory - what incidents or hazards are you regulated to deal with (i.e., OSHA)</p>		
<p>3. Break down assessments into three components:</p> <ul style="list-style-type: none"> • STATIC – these generally remain fixed with small variations over time, such as: nature of the facility/event and surrounding area • JOINT – this involves working with government organizations, community organizations, utilities, transportation and surrounding neighbors • DYNAMIC – this part involves things that can change quickly, such as: protected individual decides to attend/participate, adverse weather, demonstration or technology, criminal act or terrorist attack 		<p>For all size events</p>
<p>4. Typical risk management cycle includes:</p> <ol style="list-style-type: none"> a. Identify the threats b. Establish what to protect and your vulnerabilities c. Identify measures to mitigate or reduce risk d. Develop response plans to address risks not mitigated e. Take security/safety measures and exercise your plans 		

<p>5. Update and disseminate, at least annually, to key leaders.</p>		<p>Use the last assessment as your starting point to update.</p>
<p>ESTABLISH ASSESSMENT TEAM</p>		<p>RTAVP</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Establish a “Risk Assessment/Crisis Management Team,” consisting of :</p> <ul style="list-style-type: none"> • Local/State/Federal (as appropriate) law enforcement • Fire Department • EMS and Emergency Management • Utilities/Public Works • Transportation • Event stakeholders: Athletics, facilities, operations, technology communications and equipment staff 	<p>Be all inclusive so you have buy-in and input from the subject matter experts.</p> <p>Team approach is essential.</p> <p>Lack of anticipation Preparation</p>	<p>Most appropriate person on campus to head this up is your Emergency Manager (if you have one) or consider hiring a consulting team, but they will still to meet with and interview all the components on the left.</p> <p>Smaller schools may not have all these resources, but put a team together with what you have. Having an assessment is better than no assessment at all. Then you can continue to build upon it.</p>
<p>2. This team should conduct the assessment and prepare a written report.</p>	<p>This is the beginning of a continuous journey.</p>	<p>All other plans will base their response on this report; it will be a guide as to what needs to be addressed in what order and expenditure.</p>

CRITICAL ASSETS			RTAVP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Develop a comprehensive profile including detailed lists, people and key locations of critical assets with detailed maps/blueprints of each level showing facilities, routes of ingress and egress, location of communication equipment, parking areas, transportation, traffic flow and areas surrounding the venue/stadium/arena.</p>	<p>During a crisis it is too late to scramble together profile information and specific blueprints/diagrams to address something you haven't evaluated or planned for.</p>	<p>Catalog and correlate to your plan.</p> <p>Key leaders/designees should have a working knowledge of their areas of responsibility in the assessment.</p>	
CREATE CHECKLISTS			RTAVP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. For completeness and consistency of the team, you should create checklists to be used during assessments.</p>	<p>Too vast to remember</p>	<p>These are important and worth the time and effort to prepare, once complete you can continue to use them over and over. They especially help new individuals conducting assessment for the first time.</p> <p>They also serve as an outline for your planning.</p>	
DEVELOP RISK MITIGATION OPTIONS			RTAVP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Once risks and threats are identified and understood, a mitigation plan should be developed to address those considered unacceptable or of concern/need attention.</p>	<p>Deal with risks and threats.</p>	<p>This will be the basis for your EAP.</p> <p>NCS4's SESA helps you to effectively identify and address your threats/vulnerabilities.</p>	

<ul style="list-style-type: none"> Identify external resources needed for mitigation and response Coordinate with your local community 		
THREAT RESPONSE PROTOCOL		RTAVP
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a Threat Response protocol for risks/threats/vulnerabilities identified that need to be addressed prior to the event and for all potential incidents for event day and non-event day occurrences. Include these in your EAP.</p> <ul style="list-style-type: none"> Develop decision trees for each incident type 	<p>What level of risks/threats/vulnerabilities will you accept and how will you address those you don't except.</p>	<p>See Incident Response categories in EAP section</p>

Topical Area: Sport Facilities Design/Environment

DESIGN (Overall)		SFDE
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Security/campus law enforcement should have a seat at the table during the design phase for sports facilities construction or renovation.</p> <ul style="list-style-type: none"> Visit other facilities to compare and contrast 	<p>Security/Safety Design Input to ensure that experience and perspective are considered during the entire process to avoid issues after construction.</p>	<p>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 Law Enforcement entity responsible for policing their campus.</p> <p>“You don’t get what you EXPECT, you get what you INSPECT.”</p>

DESIGN (External)		SFDE
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Perimeter Control		
1. Employ Crime Prevention Through Environmental Design (CPTED) where applicable.	More pleasing environment reduces stress and animosity.	
2. Strongly 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.
3. Look into 'Parking Science' when designing your parking/tailgating areas.	Plan for safety/security given our most current experience and knowledge.	Traffic and parking have become an area of great concern; don't over plan the inside to the detriment of the outside. Consider history/past experience with parking and tailgating
DESIGN (Internal – Arena/Stadium)		SFDE
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Pedestrian Flow		
1. Design wide, unobstructed ramps and walkways within and around the underbelly of the venue bowl. <ul style="list-style-type: none"> • Wherever possible, ramps should be used in place of stairs • Pay close attention to telescoping seats, these can present safety issues 	This is less stressful on patrons and allows for efficient crowd egress in times of crisis. This allows access for wheelchairs and small vehicles.	These wide areas under the bowl can also provide sheltering. Overall symmetry of design is important: if patron knows their way around one section, they should know their way around all sections.

<p>2. Consider the positives and negatives of elevators and escalators during design.</p> <p>POS</p> <ul style="list-style-type: none"> • Great when in good working order and maintained – patrons like them • Quick people movers especially on load in <p>NEG</p> <ul style="list-style-type: none"> • Power outages, constant maintenance • Force patrons to alternative routes, not normally designed to accommodate these additional flows, when they break or are shut-off 	<p>Keep people flow simple or at least plan realistically for alternatives.</p>	<p>Computer simulations can help you understand various implications form pedestrian movements thru different modes and under different conditions.</p>
<p>3. Consider crowd management issues related to evacuation/sheltering up-front.</p> <ul style="list-style-type: none"> • Consider patrons with special needs and alcohol impaired 	<p>Pre-planning for all eventualities is the best insurance.</p>	<p>Pay close attention to the areas immediately adjacent to exits where will people go or mingle during an evacuation/sheltering.</p>
<p>4. Consider visual technology TV monitors and video ribbons as people mover communication devices.</p>	<p>Informs patrons</p>	<p>Newer technologies such as electronic lighted carpets offer additional opportunities to guide patrons during emergencies.</p>
<p>Team Tunnels</p>		
<p>1. Keep tunnels used by home and visiting teams to enter playing surface covered as far out of stands as possible.</p>	<p>This will reduce the potential of patrons accessing teams.</p>	<p>Also serves as a protective zone for teams and officials.</p>

Playing Surface Intrusion		
1. Consider a vertical drop between the front row of stands and the playing surface.	Fans rushing the field is a cause for concern.	Consider inflatable rubber cylinders to put behind benches on the field.
2. Metal barricades and fencing should always be avoided at field level, as they quickly become a crushing hazard.		There are not many good design elements to prevent intrusion.
POWER CONSIDERATIONS		SFDE
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
1. All security components/devices and operations centers must be included on Emergency Standby Power and planned 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)		SFDE
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
1. CCTV camera coverage should allow 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. Cameras should also be positioned to provide a complete 360-degree view of the venue perimeter to include parking facilities.		Scalable alternative is to use mobile IP camera platforms that can be moved, set up and raised/lowered as needed before, during and after an event and moved between events.

<p>3. Plan for future expansion when installing CCTV in new construction.</p>		
LIGHTING		SFDE
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Much consideration should be given to lighting, as it serves as a deterrent.</p> <ul style="list-style-type: none"> • Assess your area for lighting coverage needs 	<p>Proper lighting can decrease crime and increase a sense of comfort. Can reduce litigation issues.</p>	<p>Regardless of size effective lighting is a must.</p>
<p>2. Ensure enhanced lighting around gate areas to facilitate person and possession screening at night events.</p> <ul style="list-style-type: none"> • Same is true for heavy traffic (pedestrian and vehicular) areas, intersections 	<p>Reduces accidents and increases safety.</p>	<p>This can be temporary or permanent.</p>
<p>3. Build in flexible lighting options inside the venue, so smaller and larger areas have individual/separate controls.</p>	<p>Being able to shut off power and utilities can prevent the spread of fire and reduce cost.</p>	
HVAC		SFDE
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Install total ventilation shut-off controls to prevent the spread of toxins.</p>	<p>Prevent total contamination.</p>	<p>These controls need to be secured.</p>

<p>2. Be able to regulate temperatures in different parts of the venue based on specific characteristics.</p>	<p>This is an effective way to limit costs and keep patrons comfortable, thus reducing agitation.</p>	
STRUCTURAL INTEGRITY SFDE		
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Conduct annual structural inspections of all venues and stands (permanent and temporary), then document the results.</p>	<p>This will provide an early warning of any potential issues.</p>	<p>Do visual inspections before each event.</p>
OPERATION CENTER(S) SFDE		
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Planning for and design of adequately sized Operation Centers is an important aspect for venues.</p> <ul style="list-style-type: none"> • UJOC should be outside of the stadium/arena, could be located on campus for use of all events/venues • Must have total standalone capability to continue functioning during any incident 	<p>UJOC and S/AOC</p>	<p>Emergency Management can assist with design requirements.</p>
Technology		
<p>1. Accommodate real-time feeds that relay info from all critical venue infrastructure.</p>		<p>This would include WIFI, radio, landlines, cellular, text and video.</p>

<p>2. Serves as central convergence for all forms of communications (audio/ video/text/graphics).</p> <ul style="list-style-type: none"> • Build wide, uninterrupted walls with 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 • Include GIS capability 	<p>This will allow for real-time interpretation of crowd movement, threat detection and disaster response.</p>	
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Topical Area: Staff Performance/Development/Training/Certification

RECRUITMENT and RETENTION OF PERSONNEL		SPDTC
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Staff Positions		
<p>1. Personnel (employees or volunteers) that are properly screened, trained, and equipped constitute the primary element of a successful security and safety program.</p> <p>What needs to be done before you recruit/select /hire your first person?</p> <ul style="list-style-type: none"> • Identify your needs • Prioritize your needs 	<p>Failure to implement this is the biggest threat to successful litigation against your facility.</p> <p>Because all your employees will have some effect on safety or security, whether that is your main function/role or not.</p>	<p>This must be done, but is scalable based upon your institution size, the threat intel, and driven by an effective risk/vulnerability assessment.</p> <p>Most of these practices are applicable to both employees and volunteers.</p>

<ul style="list-style-type: none"> • Develop your structure (organization) <ul style="list-style-type: none"> ○ Define roles and responsibilities ○ Amount of work required ○ Language skills • Identify Special Skills (Certifications) <ul style="list-style-type: none"> ○ EMT ○ Do you speak other languages? ○ First Responders ○ Computer skills ○ Forklift 		
<p>2. Maintain an adequately sized, equipped, and trained security /safety force based upon your facility/event and risk assessment.</p>	<p>Sufficient personnel to adequately address safety and security.</p>	<p>Location of your school will have an impact on your potential candidates Document exercises, indicating the scope and duration, names of personnel who participated, actions for improvement, and recommendations for plan modifications.</p>
<p>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.</p> <ul style="list-style-type: none"> • Develop a cadre of staff/volunteers that work your events over multiple seasons • Get people from other successful events 	<p>Addresses high turnover. Easier to train and maintain. Much more cost effective from a training/consistency standpoint.</p>	<p>Contracting is one possibility, so are volunteers, etc. Select – Train – Test – Deploy At some universities alumni associations provide funding for student workers. Since money/pay is not always a big factor for recruiting and retention, keep it interesting and exciting by finding ways to offer staff opportunities that people who aren't employees would not have.</p>

<p>4. If you use volunteers, establish a Volunteer Director to actively manage your volunteers.</p> <ul style="list-style-type: none"> • Make sure there are clear roles and responsibilities as well as: <ul style="list-style-type: none"> ○ Number of volunteers in any area will determine amount of supervision (span of control) ○ Plan for attrition (example – 15%), continue to monitor performance and adjust ○ Establish volunteer communications – both directions ○ Create a Volunteer application process – selection is important ○ Survey volunteers for special skills <ul style="list-style-type: none"> • Languages, EMT/CPR certifications, volunteer event experience ○ Seek Law Enforcement /Military/First Responder experience • Watch language that is used in volunteer position descriptions or application process <ul style="list-style-type: none"> ○ Try to not have volunteers do the same job as a paid employees • Best time for a volunteer’s review is as close after the event as possible – while their performance is fresh in supervisors mind • Create a Safety and Security Volunteer Handbook - keep it as brief as possible and include pictures (short and simple) <ul style="list-style-type: none"> ○ You can lose people’s interest and overwhelm them if there is too much information ○ Update this after each event 	<p>Coordination and management of volunteer staff.</p> <p>Potential for litigation forcing pay.</p> <p>This is important to evaluate for their continued use and training needs.</p>	<p>Volunteers can be a huge force multiplier if effectively trained, managed, nurtured and inspired. They can also be the source of major headache if not.</p> <p>If you use volunteers, your Volunteer Director is an <u>important</u> position, so pick carefully.</p> <p>You’re not looking for warm bodies, you’re looking for a cadre upon which to build a team for multiple events.</p>
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TRAINING OF PERSONNEL		SPDTC
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish multiple event/position-relevant training programs that are preferably computer based and required for all personnel (should include volunteer staff).</p> <ul style="list-style-type: none"> • May wish to establish a Shadow Program -- in order for someone to move around/up in the event organization they must first find someone to replace them, that person has to have shadowed them and be vetted in order for them to take over the position • Establish a Mentoring Program for on-the-job training of new or replacement personnel 	<p>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.</p>	<p>NCS4 offers multiple training programs both online-based, classroom, and seminars.</p> <p>NIMS/ICS training from FEMA</p> <p>Some training may need to occur early on the morning before the event.</p>
<p>2. Specify basic training requirements.</p> <ul style="list-style-type: none"> • Create a catalog of needed skills and required training to include guest relations, problem-solving and basic security procedures of access control, situational awareness, screening, etc. • Include guest relations, problem solving, and basic security procedures • Have CPR/AED training for everyone 	<p>Specialized training</p>	<p>This can take different forms; paper documents, online modules, or classroom presentation.</p> <p>Juxtapose program/practices against institution policies to ensure match up and that protocol is performed adequately.</p>
<p>3. Establish an event handbook that clearly explains the event's expectations, rules and guidelines.</p>	<p>Documentation</p>	<p>This can be written, online or both.</p>

<p>4. Setup periodic refresher training for full-time and part-time personnel, at least annually.</p>	<p>Things change, programs and personnel need to stay current.</p>	
<p>5. 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.</p> <ul style="list-style-type: none"> • Annual security awareness training of non-security staff such as ushers, food service personnel and others must also be conducted, with a record of training maintained 	<p>Regular documented training.</p>	<p>You can do lunch and learn programs throughout the year and invite different speakers/trainers.</p> <p>NCS4 offers this type training online.</p>

LEADERSHIP and DEVELOPMENT TRAINING	SPDTC
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<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Develop, implement and maintain an effective staff training/learning program that covers training ALL staff supervisory levels and grooms them for other positions of leadership.</p>		<p>NCS4 can assist you with developing training programs. Pooled training among universities on a regional (or larger) basis is a possible solution.</p>
<p>2. Document ALL training and retain these records in paper and/or digital format for at least 5 years or more if minimum is required by your laws.</p>	<p>This will assist in mitigating legal liabilities surrounding staff training and capabilities and assist in consistent training.</p>	<p>If you contract services, the company you contract with should provide you with the training records for those individuals working your venues and require in your contract elements a – f (to the left).</p>

<ul style="list-style-type: none"> • Training records should include: <ol style="list-style-type: none"> a. Date and location of training b. Time of day and duration of each session c. A description of the training d. Name and qualifications of the instructor e. List of attendees and their signatures f. Results of any evaluation or testing 		
<p>3. Document ALL drills/exercises and retain these records in paper and/or digital format for at least 5 years or more if minimum is required by your laws.</p> <ul style="list-style-type: none"> • Exercise records should include: <ol style="list-style-type: none"> a. Description of drill/exercise b. Date held c. List of participants d. List of equipment tested or employed in the exercise e. Name(s) and qualifications of the exercise director(s) f. Any lessons learned to improve planning and response 	<p>This will assist in mitigating legal liabilities surrounding staff training and capabilities from Athletes, staff and spectators, as well as employees and volunteers.</p>	<p>If you contract services, the company you contract with should provide you with the training records for those individuals working your venues and require in your contract elements a – f (to the left).</p>
Continuous Improvement Cycle		
<p>1. Establish a Continuous Improvement Cycle program.</p>	<p>Keeps staff motivated and feeds their inner desire to learn and gain self-satisfaction.</p>	<p>Consider doing this conference-wide or on a regional basis.</p>
<p>2. Establish a Continuous Improvement Inventory of metrics for facilities/event safety, security and incident management systems.</p>		<p>NCS4 has a list of suggested metrics and could serve as your repository.</p>

<p>3. Establish a program to reward positive behavior/execution/ practice of what they have learned.</p>	<p>This keeps staff motivated.</p>	<p>Plaques, shirts, jackets, hats, etc. are some examples of rewards.</p>
<p>Succession Planning</p>		
<p>1. Establish a succession plan and train people so that they can step in and assume a key role if/when needed.</p> <ul style="list-style-type: none"> • Something must be prepared in order to allow for replacing key positions within the event. Whether it is cross training or simply putting a “Bus Binder” together that clearly lists all operational functions of the event. A Bus Binder should be so complete that it can be handed to someone that is brand new to the event and he/she could take the information and have a great starting place 	<p>Prepare for departing personnel, either thru choice accidental departure (i.e. death).</p>	<p>The larger the event, the more critical this process becomes.</p>
<p>2. Have people put down on paper: What they know and how they accomplish their goals for their job areas. This should be done in case someone needs to assume their position for any reason (basically an Operational Manual that is done over time).</p> <p>Have group leaders/supervisors update their information every year. (who their contacts are, what businesses do they deal with, etc.).</p>	<p>Give new personnel the ability to succeed.</p>	

STANDARDS and CERTIFICATIONS		SPDTC
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Adopt standards and seek certifications for both the school/facilities and personnel employed in sport safety and security functions.</p>	<p>An uncontrolled, unregulated environment allows for a lack of consistent, recognized norms for successful safety and security management. This can also reduce insurance and help in any adverse litigation.</p>	<p>NCS4 offers standards and certifications including the NCS4 SESA Program.</p>
<p>2. Make sure to check staff certifications and document them to verify they are a nurse, doctor, fireman, have language skills or a CSSP, etc.</p>		<p>NCS4 offers the Certified Sports Security Professional (CSSP).</p>
HIRING and BACKGROUND SCREENING		SPDTC
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Conduct a background check on all personnel working in ANY capacity of an event (paid or volunteer) based upon their position (include concessions and cleaning).</p> <ul style="list-style-type: none"> • Learn and consider privacy issues regarding employment, interviews and records • Ensure that Background Screening follows state and federal laws • Make sure your hiring standards and process are legally defensible 	<p>Past issues have arisen when non-screened persons are placed in roles interacting with the public - such as, convicted pedophiles in contact with minors, convicted thieves handling money, past DUI offenders working in alcohol concessions or driving shuttle buses/trams, persons convicted of anger management violence working in security roles.</p> <p>These project a poor image and reflect badly upon the venue/ institution.</p>	<p>NCS4 offers a cost effective certification program that includes background screening.</p> <p>Programs are available and can be developed to allow potential employees or volunteers to obtain and pay for screening.</p>

<p>2. Ensure personnel meet certain basic skills based upon the roles and responsibilities they will assume.</p> <ul style="list-style-type: none"> • Use an online application process • A job related test can assist in evaluating candidates 	<p>Venue positions aren't simple/non-thinking roles. Front-end effort pays off during the event and over the season.</p>	<p>NCS4 can assist in defining these skills.</p> <p>Have applicants submit a photo of themselves as we now facial recognition.</p>
<p>3. Ensure personnel meet basic social communication skills/image (dress), including foreign language skills, as they will be interacting with client/customers.</p>	<p>Image</p>	<p>Consider ROTC students who are pre-screened and can be held much more accountable. Also, consider using athletes such as basketball players during football season and visa-versa.</p> <p>Fraternities/sororities are other possible sources of workers that the campus can influence. Retired Law Enforcement officers.</p>

THIRD PARTY CONTRACTS	SPDTC
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<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Specify all details of required expectations of performance, roles, skills, qualifications, certifications and measurements/metrics in contracts.</p> <ul style="list-style-type: none"> • Set high standards and hold contractor to those standards – ensure they know the standards when they apply/compete for the contract • Do not let them sub out to another company, you contracted with them 	<p>To avoid poor contractor performance and legal issues later.</p>	<p>NCS4 can assist with requirements.</p> <p>This is more applicable to larger events, as smaller events will rely on more volunteers, but you should still set expectations.</p> <p>Make sure you spell out exactly the who, what, when, where and how; you will only get what you specify and if there is dispute you will have the legal basis to hold them accountable.</p>

<ul style="list-style-type: none"> • Conduct your due diligence on potential contractors • Require references and check them out • Work with university administration to ensure purchasing rules and procedures are in compliance 		
<p>2. Ensure you obtain documentation for 3rd Party Vendors:</p> <ul style="list-style-type: none"> • Proof of background information • Proof of liability insurance • Proof workers compensation insurance 	<p>To protect the event organization</p>	
<p>3. Once onboard, integrate into your planning, training and unified command structure.</p>	<p>Avoid “us and them” as it will be defeating.</p>	<p>Best if they can participate in exercises, but at a least their managers.</p>
<p>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.</p>	<p>Be in compliance with laws.</p>	
<p>5. Keep track of licensing and certification renewals to ensure they remain valid/current for contract services.</p>	<p>If not, it may invalidate your insurance.</p>	

<p>6. Ensure contract staff are given facility familiarization/orientation.</p> <ul style="list-style-type: none"> • At a certain point you need to specify no swap-outs of previously vetted and assigned personnel 	<p>They can't help patrons if they don't the layout.</p>	
<p>7. Assign a staff member to observe and evaluate their overall performance during the event.</p>		
<p>RELATIONSHIP BETWEEN 3RD PARTY/POLICE/EVENT ADMIN</p>		<p>SPDTC</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Schedule meetings between all parties to facilitate coordination and an understanding of each other's roles.</p> <ul style="list-style-type: none"> • This should occur every time any party and/or venue changes 	<p>Eliminate potential friction.</p>	<p>Include in Post Orders.</p>
<p>UJOC/SOC/EOC OPERATIONS</p>		<p>SPDTC</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Staff and train sufficient personnel to effectively operate your OPs centers.</p>	<p>Heart of Your Operations</p>	<p>Exercises will help them to integrate.</p>
<p>2. Train personnel working in these centers in their roles within the centers and conduct exercises to test their familiarization on a regular basis.</p>	<p>This is important because they are multi-organizations/agencies.</p>	<p>Training and exercises may vary due to the size of the institution and complexity of the events or venue, but at the least should occur prior to each sports season.</p>

<ul style="list-style-type: none"> • Prepare documentation setting forth what they need to know 		
<p>3. Of great importance is co-location of Public Safety (police, fire, EMS) and private security/contract security dispatchers in the UJOC.</p>		
<p>POST ORDERS</p>		<p>SPDTC</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. For all events and venues (regardless of size), prepare and employ Post Orders for at least all 1st and 2nd Level Staff (Full-time, part-time, contract, volunteer) that are both printed and electronic (digital).</p>	<p>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.</p>	<p>NCS4 can provide a template. Post Order’s help insure consistency of service and job functioning.</p>
<p>2. Post Orders should include post description, role, responsibility, communication, emergency procedures, equipment for that post and map.</p>		<p>Post Orders have been produced in various formats:</p> <ul style="list-style-type: none"> • Booklets • Cards • Digital (smartphone) • App
<p>3. Post Orders should be simple, such as in a bulleted format, on laminated cards for each staff member (Full-time, part-time, contract).</p>	<p>Clarity and brevity</p>	

<p>4. Post Orders should be simple, such as in a bulleted format, on laminated cards for each staff member (full-time, part-time, volunteer or contract).</p>		
<p>TOOLS FOR EMPLOYEES</p>		<p>SPDTC</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Ensure your staff has the necessary tools to perform their tasks and are trained in using them. Tools should include:</p> <ul style="list-style-type: none"> a. Radio b. Cell Phone/smartphone c. Pen and paper (small notebook) d. Flashlight e. Guide f. Staff credential g. Post orders 	<p>Properly equipped and trained</p>	
<p>2. Consider using an event software program that helps to manage all event workers and vendor information. You will then be able to contact individual staff, participants, vendors, and sponsors with one simple email or a touch of a button.</p>	<p>Get information out and save time.</p>	

TEAM BUILDING		SPDTC
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Private Security and Law Enforcement		
1. If you use private security, establish boundaries, accountability and partnering with the law enforcement.	Eliminate a <i>them vs. us</i> environment and finger pointing if something goes wrong.	Exercises can foster this process.
2. Plan and train together to help build a team approach.		
3. Lead by example and teach your supervisors to do the same.		
Rewards		
1. Reward positive behavior, performance above and beyond, it encourages more of the same and establishes loyalty.	Helps with retention and positive attitudes.	Various types of recognition have been found to work: <ul style="list-style-type: none"> • Acknowledgement (Oral and Written) • T-shirts • Gift cards/Prizes • Game tickets for relatives • Parking • College credits for Criminal Justice students

EXERCISES		SPDTC
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Plan and conduct exercises of all plans at least annually.</p> <ul style="list-style-type: none"> • The plans should be exercised on a regular basis to ensure all plans meet current conditions and that all involved individuals will respond properly • Remember your event can serve as an exercise - designate a knowledgeable individual to document observations, what worked/what didn't 	<p>Exercises are extensive operations or maneuvers, intended to train personnel, assess capabilities; action, activity, or undertaking; intended to evaluate knowledge or skill.</p> <p>Exercises have many benefits:</p> <ul style="list-style-type: none"> 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 d. Teach school executives the complexity of preparedness and decision making in crisis 	<p>Smaller events may not need to exercise all plans each year, but should at least pick one incident in your EAP and exercise it.</p> <p>Exercises are scalable as to organization and type of exercise of which there are four main types:</p> <ul style="list-style-type: none"> • ORIENTATION <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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

		<ul style="list-style-type: none"> • FULL SCALE <ul style="list-style-type: none"> a. Deploys personnel, equipment and resources to a specific venue b. Evaluates operational capabilities in an interactive manner c. Facilitates communications and coordination across organization and public and private sector d. Very detailed with high stress level e. Planning cycle 8-12 months, duration 6-8 hours <p>NCS4, FBI and DHS offer exercise services.</p>
<p>2. Employ exercises to test your plan, implementation and execution.</p>		<p>Personnel must be aware of plans prior to exercise.</p>
<p>3. Document exercises, indicating the scope and duration, names of personnel who participated, actions for improvement, and recommendations for plan modifications.</p>	<p>For litigation purposes, lessons learned and improving future exercises.</p>	

Topical Area: Secure and Safe Aware Culture

CORE FUNCTION/ESSENTIAL COMPONENT/SEAMLESS INTEGRATION		SSAC
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Integrating the Role of Safety and Security with the President/Chancellor and Executive Team		
<p>1. Shine a positive light on what your department/agency is doing correctly, reflecting on your concern for safety and security.</p>	<p>Promote positive planning and protective steps.</p>	<p>Be proactive.</p>
<p>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.</p>	<p>Positive press and put bad guys on notice and community at ease.</p>	
<p>3. Set up educational/informative briefings for Executive Team and all campus departments concerning campus safety and security.</p>	<p>Establish relationships and buy-ins from all entities.</p>	<p>Invite them to UJOC during an event.</p>
<p>4. Executive team should participate in all exercises.</p>	<p>Educational and they learn what you have to deal with the decision process.</p>	

CODE OF CONDUCT		SSAC
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Each school should develop and maintain a “Fan Code of Conduct” (FCOC).</p> <ul style="list-style-type: none"> • Post the school/ team’ FCOC in conspicuous areas throughout the venues’ and on the video board prior to the start of each game, on the schools website • Once the Code of Conduct is established, it should be enforced • Each school should advise its 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 	<p>Set the bar for what is and isn’t acceptable.</p> <p>Enforcement discourages unwanted behavior.</p>	<p>Regardless of institution size this is important and generally exist in many other areas of campus.</p> <p>Engage student leader’s from each year’s class to help write/create the FCOC.</p>
CAMPAIGN TO INFORM		SSAC
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a “Security Awareness Campaign” through info provided on websites, social media, team mailings and signage in the stadium/arena to reach out to patrons/students to encourage proper behavior and reporting of suspicious activity.</p> <ul style="list-style-type: none"> • Adopt and use the “See Something – Say Something” program 	<p>Encourage appropriate behavior Set behavioral expectations.</p>	<p>Regardless of event size. Engage university and local media in your campaign.</p> <p>Solicit the Police Chief(s) and Sheriff(s) to participate in getting the message out.</p> <p>DHS and Dept. of Education can provide literature.</p>

<p>2. Use fraternity, sorority, alumni and donor communities to get the word out and to help underwrite the program.</p> <ul style="list-style-type: none"> • Create ‘Game Day Guides’ for each season with FCOG (security and safety info, maps, etc.) • Provide these guides to local hotels/motels to put in rooms of individuals attending events 	<p>Ultimately get total campus/community buy-in: fill relationship building void.</p>	<p>Look for all potential resources for buy-in and to get the word out.</p> <p>Have fraternities and sororities hand them out at gates.</p>
<p>3. Establish a daily effort of positive interaction between students, faculty and Law Enforcement.</p>	<p>Build bonds, make an effort</p>	<p>Start before events and develop daily interaction.</p>
<p>4. Establish Community Watch/Policing Program throughout the campus or similar program.</p>	<p>Community takes on a role in self-awareness and protection.</p>	<p>How AND exactly what is implemented will depend on campus issues, size, geography (urban or rural) and neighborhood.</p>
<p>5. Conduct an annual “Fan Safety and Security Survey” (1 for stadiums and 1 for arenas) with students, season ticket holders, and vendors to monitor events/behavioral activity.</p>	<p>Evaluate fans impression of safety and security.</p>	<p>Access the climate and culture – do they feel safe?</p>
<p>6. Advise season ticket holders that they are liable for the behavior of whoever uses their ticket.</p>		
<p>7. Consider establishing an “Adopt a Cop” program with fraternities/sororities, where the assigned officer meets with them weekly to foster a relationship or “Pizza and Police” get-togethers.</p>		<p>Can present and cover a broad agenda of safety and security issue from game day to everyday.</p>

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

TECHNOLOGY USE		TUIIM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Identify who owns and has budget responsibility for technical systems for the following:</p> <ul style="list-style-type: none"> • Purchase and installation • Hosting • Maintenance and service • Insourced or outsourced agreement • Upgrades and enhancements • Security 	<p>Users frequently are not the owners responsible for technology systems; i.e. - CCTV, Card Access, UPS.</p> <p>Therefore, without control you must communicate and collaborate to ensure needs are met.</p>	<p>Technology can be a force multiplier or a burden depending upon how it is managed. Establish a collaborative team to iron out any issues and establish who has control over what, so that things will run smoothly during the event.</p> <p>We are moving into a technological era where it touches almost everything we do, so we must leverage it to our best advantage.</p>
INFORMATION MANAGEMENT		TUIIM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. In all likelihood, your systems will fall under one of four environments:</p> <ul style="list-style-type: none"> • Athletic Department • Public Safety • IT Department • Computer Science Department <p>These environments must be viewed from these three perspectives, acted upon accordingly and collaboratively where possible</p>	<p>Users frequently are not the owners responsible for technology systems, however, they maybe the owners of the information.</p> <p>Therefore, without control you must communicate and collaborate to ensure needs are met.</p>	<p>Depending on the size of the event data is going to be an issue that requires professional support.</p> <p>No matter the size or your organization, collaborating/ partnering almost always results in a better outcome. Don't wait on others - Lead the Way!</p>

<p>2. Identify who owns the information policies and content related to and generated by the employed technology system:</p> <ul style="list-style-type: none"> • Control and use of the system • Controls and views content and reports • Grants permissions and releases information 	<p>Know who controls what.</p> <p>Users frequently are not the owners responsible for technology systems; however, they may be the owners of the information.</p> <p>Therefore, without control you must communicate and collaborate to ensure needs are met.</p>	<p>Determine your needs and whether or not the existing systems meets these needs. If not, define your requirements and identify who can fulfill your needs.</p>
<p>3. 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.</p>	<p>Unreliable and unavailable data is worthless.</p>	<p>Take ownership with what is yours and partner with the groups over what you don't own -- Don't wait on others - Lead the Way!</p> <p>Should test IT prior to each event to include video cameras and recording capabilities.</p>
<p>4. Consider using command center/event/incident/operations information management software.</p> <ul style="list-style-type: none"> • Web-based, accessible anywhere • Central digital repository • Mobile device accessibility • Analytical tools 	<p>Keeps all entities current with the same information and serves as an official record for litigation and after-action.</p>	<p>There are various Crisis Management Information Systems on the market that contain modules to enter/maintain/recall these for use and transmission to public safety units.</p> <p>FBI Law Enforcement Online offers a free event management system online called the Virtual Command Center (VCC).</p>

<p>5. Make sure all automated systems have redundancy and off-site backup capabilities.</p>	<p>Redundancy is often the only recovery capability.</p>	<p>Off-site backup should at a minimum be in another part of town and ideally outside your region.</p>
<p>6. Consider using a Geographic Information System (GIS).</p> <ul style="list-style-type: none"> • Mapping capabilities using geospatial info and live feeds for situation maps, briefing maps and interactive mapping that can track participants in real-time 	<p>For visual situational awareness.</p>	<p>This can accommodate RFID/NFC feeds.</p>

SIMULATION SOFTWARE	TUIIIM
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<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Employ three-dimensional schematics of venue and surrounding areas - allowing for real time interpretation/simulation of crowd movement, threat detection, and disaster response.</p>	<p>Simulate various incidents to identify best prevention or response capabilities.</p>	<p>To the extent it is affordable in your environment; it can also be used for training.</p> <p>Limited applications are better than none at all.</p>
<p>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.</p>	<p>Human limitations of monitoring multiple feeds can be compensated with technology.</p>	<p>Look for creative ways to partner with marketing, sales, and concessions for dual use technologies for which they may pay.</p>

INNOVATION		TUIIIM
<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. For missing/lost kids and/or seniors - obtain a digital photo/video from a relative /friend's smartphone/device that can be sent to staff and/or broadcast on video monitors.</p>	<p>Every event has missing/lost kids or seniors which is manpower intensive – communicating a picture offers quicker identification and recovery.</p>	<p>Utilize facility/agency provided or personal smartphones with imbedded software and free apps.</p> <p>Venue/Law Enforcement Officers 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.</p> <ul style="list-style-type: none"> • May need consent to distribute
<p>2. For ejected individual(s), take a photo/video when ejected that can be sent to all gate staff and officers to prevent re-entry and maintained in records.</p>	<p>Instant transmission to multiple staff to prevent re-entry Records maintenance</p>	<p>Set up distribution groups for easier and faster transmission of information.</p> <p>Venue/Law Enforcement Officers 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.</p> <ul style="list-style-type: none"> • May need consent to distribute
<p>3. For injured individual(s), take photos of the injury as well as the person and maintain them in records.</p>	<p>Records maintenance, litigation support</p>	<p>EMS can assist with this, control distribution and storage.</p>

<ul style="list-style-type: none"> • Can also be used to transmit an individual’s vitals for medical evaluation 		<p>If used, protect as HIPPA.</p>
<p>SOCIAL MEDIA</p>		<p>TUIIIM</p>
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Campus administration and Campus Law Enforcement should build expertise and experience with social media platforms (i.e. text, Twitter, Facebook, Snapchat, Instagram, apps, etc.).</p>	<p>Social Media enables organizations to monitor individuals/groups and understand their intended behavior/actions at events, and it offers communication with stakeholders, staff and attendees to inform them with event info.</p> <p>Also allows participants/attendees to report information.</p>	<p>No matter the size of your institution you can find creative ways to implement a social media communication and monitoring program.</p>
<p>2. Develop social media policies and procedures for the purpose of public safety and security use.</p>	<p>Consistent with local/state/federal laws.</p>	
<p>3. Consider social media as a critical technology for effective inbound and outbound communication for sporting event safety and security.</p>	<p>Communication avenues</p>	<p>Consider piggybacking on marketing/sales acquisition of social media tools.</p>
<p>4. Assign a qualified dedicated person to monitor and communicate via Social Media.</p>		<p>Work with University’s public information/communications department to staff this and bring in Law Enforcement Officers as</p>

<ul style="list-style-type: none"> • Monitor social media activity for security, safety and threat issues • Follow visiting team fan sites and social media feeds to anticipate potential issues 		<p>needed (depending on the event). School IT students may also be a source of assistance.</p>
<p>5. Use Social Media to inform attendees of security, weather or other emergency issues and monitor feedback.</p>	<p>Emergency communication vehicle</p>	
<p>SURVEILLANCE CAMERAS (CCTV) TUIIIM</p>		
<p><u>PROPOSED BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Develop a business case for video’s value to enhance security, reduce risk and thereby protect brand and people, thus creating an ROI to the institution.</p>	<p>Video is a force multiplier by enhancing and/or reducing security costs and activities, generating situational awareness of live activities or documenting prior events for risk/liability and training purposes.</p> <p>It has a forensic value capturing activity for later review and/or evidence.</p>	<p>Consider teaming with different campus entities that would derive value from investing in camera coverage. Don’t forget surrounding businesses and alumni groups.</p>
<p>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.</p>		<p>See NCS4 Lab study.</p> <p>Placement will also be driven by your risk/vulnerability assessment.</p>

<p>3. Provide for central (CP/Ops) and remote viewing/monitoring.</p>		<p>Technology exists to allow officer viewing on a smartphone.</p>
<p>4. Understand and explore analytics to enhance/interpret/spot anomalies that are drawing viewers' attention and adding value.</p> <ul style="list-style-type: none"> • Implement software for CCTV cameras that can allow them to automatically detect and diagnose certain threats, and alert security personnel as to the locations 	<p>Predictive/preventive</p> <p>Human limitations of monitoring multiple feeds can be compensated with technology.</p>	<p>This technology draws attention to potentially dangerous activity.</p> <p>Look for creative ways to partner with marketing, sales, sponsors and concessions for dual use technologies/capabilities for which they may pay.</p>
<p>5. CCTV systems should have sufficient storage capacity to retain images for at least 15 - 30 days.</p> <ul style="list-style-type: none"> • Develop a retention policy regarding length, storage, custody and disposal of digital images 	<p>To capture an entire event and have the capacity to review for improvement, identification and potential evidence.</p>	<p>Should test prior to each event the video cameras and recording capabilities.</p> <p>Optimally, you may want to retain the images for 6 months to protect the institution in potential litigation.</p>

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

<p>2. Employ multiple communication tools (i.e. PA, video boards, radio, sirens, social media, etc.) to alert and advise of impending weather issues and actions for attendees to follow.</p> <ul style="list-style-type: none"> • Test these tools prior to each event 	<p>Need to communicate information in a timely manner through multiple media.</p>	<p>If venue is actually on campus or institutions leases venue for a sanctioned institution event, mass notifications of crimes, imminent life threatening events, etc. are required by the Clery Act.</p> <p>Staff smartphone's can be used to direct patrons to safely protect them from severe weather.</p>
<p>3. Develop triggers based upon monitors that allow you to take appropriate and timely action.</p>		

COMMUNICATIONS TECHNOLOGY	TUIIIM
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<u>PROPOSED BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Mobile/wireless communications are extensively used at collegiate events by all parties. Therefore understanding all the devices and their providers assists in structuring effective uses and communication channels.</p>	<p>Multiple types and sources provide redundancy.</p>	<p>Consider collaborating with cellular providers to increase capacity on-site during events.</p> <ul style="list-style-type: none"> • Learn their capacities and limitations surrounding your events • Maximize your communications capability with the cellular phones you use thru on-site repeaters
<p>2. Continuously monitor changes in popular modes of communication since this technology is ever evolving and may enhance your ability to communicate in both directions.</p>		

<p>3. With technology advances, don't forget the old reliable capabilities that have proven tried and true, such as Ham Radios and their operators.</p>	<p>Inevitably issues arise with new technology so have a fallback capability.</p>	
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APPENDICES

Appendix I: Table of Abbreviations

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

Appendix II: Authoritative Reference List and Relevant Courses

ASIS Business Continuity Guidelines

ASIS SPC.1-2009

AWR: Sport Event Risk Management

Best Practices Guides for Professional Sports Leagues

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

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

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

FBI Law Enforcement Crisis Management Handbook

FEMA ICS 100

FEMA IS 230c

FEMA IS 235b

FEMA IS 242a

FEMA National Incident Management System

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

HR by Angelo DeNisi and Ricky Griffin

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

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

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

ICS 200

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

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

IS-906

MGT 404 Sports and Special Events Incident Management

MGT 412: Sport and Special Event Evacuation Training and Exercise

National Special Security Events: Transportation Planning for Planned Special Events

NFPA Fire Code 1600

NFPA Fire Code 14.4.1

NFPA Fire Code 1-67

OSHA Compliance Assistance Quick Start

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

Protective Measures Guide for US Sports Leagues

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

Senior Officials Workshop for All Hazard Preparedness: MGT 314

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

Threat and Risk Assessment: MGT 310

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

US Constitution 4th Amendment

Various Marathon/Endurance Events Planning Documents and Emergency Action Plans

Vicarious Liability: Two Supreme Court Decisions

Appendix III: National Intercollegiate Safety and Security Summit Sponsors

2014 Sponsors

eVerifile
CEIA USA

2015 Sponsors

LANDMARK EVENT STAFFING SERVICES

Landmark Event Staffing Services is a leader in crowd management, guest services, security, parking and consulting to the sports, entertainment and convention industry. Our “Client-friendly, Fan-friendly, Employee-friendly” mission has set us apart in the provision of quality services. Our focus is the goals of our clients.

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If you seek world-class services and teamwork from your service provider, contact us at www.landmarkeventstaff.com; Pete Kranske at (970) 481-1398; or Mike Harrison at (714) 293-4248.

TRAMEDIC™

In the early 2000's, U.S. Special Forces Medics developed and perfected new emergency medical devices and training that proved to save lives by providing hemorrhage control and addressing shock. These innovations have been arranged and packaged for civilian use in a system called TRAMEDIC™.

The goal of TRAMEDIC™ is to place real life saving treatments in regular people's hands because sometimes injuries are so serious you don't have time to wait for help. TRAMEDIC™ accomplishes this by incorporating a mix of intuitive products, simple instructions and effective training videos to ensure you and your organization are prepared for the worst.

To learn more about TRAMEDIC, visit www.griflog.com or contact info@griflog.com.

Appendix IV: 2015 National Intercollegiate Safety and Security Summit Steering Committee

Julie Cain, Event Manager
University of Arkansas

John King, Director of Public Safety
Boston College

Sharon Cessna, Director of Championships and Alliances
NCAA

Lawrence Rabalais, Chief of Police
Louisiana State University

Marc DeCoulode, Lieutenant
UC Berkeley Police Department

Jeff Steele, Assoc. AD and Director of Facilities and Ops.
Auburn University

Evan Feinglass, Associate Director of Athletic Facilities
University of Connecticut

David Taylor, Assist. AD, Game/Event Management
Louisiana State University

Deborah Fletcher, Director of Emergency Management
Indiana University

Alfred White, Associate Commissioner
Conference USA

Brian Gard, Director of Emergency Management
University of Tennessee, Knoxville

Liz Woollen, Police Chief
University of Oklahoma

Nate Hayden, Director of Business Operations
Arizona Sports Foundation, Fiesta Bowl

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

Brian Allen	Criterion Security	Cherrell Dublin	Alabama A&M University
Dawn Anderson	Mountain West Conference	Eric Evans	University of Missouri
Tony Anuszewski	Criterion Security	Evan Feinglass	University of Connecticut
Tim Atkinson	The University of Southern Mississippi	Cass Ferguson	University of North Carolina
Daniel Benitez	Texas State University	Josh Field	Whelan Security
Dr. Rodney Bennett	The University of Southern Mississippi	Eddie Fleming	University of North Texas
Mark Bergstrom	University of North Texas	Debbi Fletcher	Indiana University Bloomington
Craig Biggs	Western Kentucky University	Dr. Peter Fos	University of New Orleans
Vinny Bocchino	University of South Carolina	Gary Gardner	TOTALeACCESS
Mark Bodenschatz	Penn State University	Katie Gerlach	The University of Southern Mississippi
Amanda Bowen	New Mexico State University	Bret Gilliland	Mountain West Conference
Roy Brewer	Middle Tennessee State University	Bill Givens	Naval Academy Athletic Association
Jennifer Brown	eVerifile	Stacey Hall	The University of Southern Mississippi
Shonna Brown	America East Conference	Jeff Harvey	New Mexico State University
Ronny Bush	Pac-12 Conference	Kerry Hatchett	Western Kentucky University
Tommy Carswell	Auburn University	Nate Hayden	Fiesta Bowl
Rafael Casas	Western Kentucky University	Mark Helgeso	NCS4
Mike Ceperley	Northwest Missouri State University	Christopher Hennen	US Military Academy
Randal Cerovsky	Auburn University	Abigail Hews	Palm Beach Atlantic University
Sharon Cessna	NCAA	James Hixson	Mountain West Conference
Lauren Cranford	NCS4	Buzz Huber	University of Texas
Alison Crumpton	NCS4	Jay Huff	Missouri State University
Alphonse Davis	NERTC	Gloria Kaci	University of California, Berkley
Marc DeCoulode	University of California, Berkeley	Donald Keith	University of Alabama
Paul Denton	The Ohio State University	Jonathan Kelly	NetApp
Derek Doolittle	University of Missouri	Ian Kendrick	NC State University
Tyson Drew	University of Wyoming	John King	Boston College
Jake Kuennen	The University of Southern Mississippi	Andrea Schultz	Department of Homeland Security

Keith Lambert	University of Tennessee	Greg Schulze	Lehigh University
Craig Lee	Northeastern University	Doug Schwandt	University of Missouri
Arnold Lemmon	Brigham Young University	Brad Scott	University of North Texas
James Lewis	The University of Southern Mississippi	Phillip Shaw	University of Louisiana at Monroe
Dr. R. Boden Lofton	University of Missouri	Stephen Shelow	Penn State University
Brian Logan	Yale University	Emily Simerly	University of Tennessee
Katie Lohe	University of Missouri	Russ Simons	Venue Solutions Group
Lou Marciani	NCS4	Jeff Spoerndle	Whelan Security
Mark McCourt	BNP Media	Jeff Steele	Auburn University
Benjamin McNulty	University of California, Davis	Brad Stinnett	Western Kentucky University
Steve Miller	NCS4	Jeremy Stolfa	Texas State University
Charles Miner	University of Minnesota	Broede Stucky	Middle Tennessee State University
Joe Monroe	University of Kentucky Police	Elli Voorhees	NCS4
Richard Morman	The Ohio State University	Darryl Walker	Saint Louis University
David Myers	The University of Southern Mississippi	Randall West	University of Washington
David Oliver	Western Kentucky University	Terry Wheeler	Palm Beach Atlantic University
Dave Oslund	Michigan State University	Alfred White	Conference USA
Raymond Ottman	Northwest Missouri State University	Algen Williams	Populous
Donald Paisant	SMG New Orleans	Brian Womack	The University of Texas
Jake Palmer	Texas State University	Tony Zoghieb	The University of Southern Mississippi
Michael Patten	Yale University		
Alana Penza	NCS4		
Monica Ray	Alabama A&M University		
Azizur Rahman	INCONTROL Simulation Solutions		
Ed Reynolds	University of North Texas		
Mike Richardson	University of Tennessee		
Adam Rodriguez	Texas State University		
Mike Samp	University of Wyoming		
Robert Sartin	Dallas Police Department		

Appendix VI: January 27-29, 2015 National Intercollegiate Athletics Safety and Security Summit Attendees and Best Practices Contributors

Tim Beckius	Shreveport Police Department	Patrick Grant	University of Texas at San Antonio
Charles Bergeron	Louisiana State University	Don Griffis	eMitigate
Josh Berka	University of Iowa	Diane Grimm	Penn State University
Jason Bettencourt	Louisiana State University	Paul Hammond	AMK9 Academy
Craig Biggs	Western Kentucky University	Tim Hanks	University of Louisiana at Lafayette
Steve Birnie	University of South Carolina	Mike Harrison	Landmark
Jim Bjurstrom	Duke University	Jeff Harvey	New Mexico State University
Amanda Bowen	New Mexico State University	Stephen Heidke	Missouri Baptist University
Carson Brown	University of San Francisco	Alan Hester	Tactical Medical Solutions, Inc.
Shonna Brown	America East Conference	Caleb Holt	TEEX
Kendall Brown	The University of Mississippi	Buzz Huber	University of Texas
Akin Bryant	University of Michigan	Jay Huff	Missouri State University
Julie Cain	University of Arkansas	Paula Jantz	University of Iowa
Mike Ceperley	Northwest Missouri State University	Chad Jenkins	eVerifile
Sharon Cessna	NCAA	Stephen Kazusky	Louisiana State University
Lauren Cranford	NCS4	John King	Boston College
Alison Crumpton	NCS4	Hank Lawson	NERRTC
Daniel DeMott	NCS4	Guy Leininger	CEIA USA
Paul Denton	The Ohio State University	Arnold Lemmon	Brigham Young Univ. Police Dept.
Spencer Dodd	Sun Belt Conference	Charles Lester	INCONTROL Simulation Solutions
David Faber	University of Louisiana at Lafayette	Iain Lindsay	ICSS Enterprise Ltd
David Faircloth	University of West Florida	Lou Marciani	NCS4
John Fisher	Texas AandM University	Alton McDilda	University of Florida
Debbi Fletcher	Indiana University, Bloomington	Charlie McGinty	ITC Security Partners
Alyssa Francona	Atlantic Coast Conference	Scott Meyers	ISS 24/7
Brian Gard	University of Tennessee, Knoxville	Katherine Miller	NCS4
Gary Gardner	TOTALeACCESS	Shaun Mills	Michigan State University
Matt Getz	University of Iowa	Joe Monroe	University of Kentucky
Anne Glavin	California State University, Northridge	Matt Morrison	Western Kentucky University

Garrett Mullins	eVerifile	Jeff Spoerndle	Whelan Security
Mark Nehlig	Louisiana State University	Jeff Steele	Auburn University
Stefan Nolet	Duck Commander Independence Bowl	Joey Sturm	University of Louisiana at Lafayette
Loren Noska	University of Iowa	David Taylor	Louisiana State University
David Oliver	Western Kentucky University	Dennis Van Milligen	Athletic Business
Paul Orchutt	AMK9 Academy	Scott Vanscoy	California State University, Northridge
Raymond Ottman	Northwest Missouri State University	Kim Vansell	National Center for Campus Public Safety
Donald Paisant	SMG New Orleans	David Visin	University of Iowa
Joe Piersante	University of Michigan	Joseph Vitale	Yale University Police
Joey Pons	University of Louisiana at Lafayette	Elli Voorhees	NCS4
Mike Powell	McNeese State University	Mike Wagner	Albemarle County Police Department
Alexandria Price	Sun Belt Conference	Daniel Ward	NCS4
Scott Prill	University of South Carolina	Jesse Watkins	NERRTC
Lawrence Rabalais	Louisiana State University	Bill Webb	University of Kentucky
Chuck Rogers	Staffpro	Jason Welch	The University of Mississippi
Dixie Rubin	Festival Production Inc., New Orleans	Patrick Welsh	NCS4
Michael Ryan	Texas Tech University	Anthony Williams	Northwest Missouri State University
Phillip Shaw	University of Louisiana at Monroe	Rebecca Wilusz	Duke University
Stephen Shelow	Penn State University	Brian Womack	The University of Texas
Russ Simons	Venue Solutions Group	Liz Woollen	University of Oklahoma
Mike Smith	Landmark	Larry Zerangue	University of Louisiana at Lafayette
Pamela Soule	Penn State University		