



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

MARATHON SAFETY AND SECURITY BEST PRACTICES GUIDE

1st Edition, July 2015



Marathon/Endurance Event Safety and Security

BEST PRACTICES GUIDE

Preamble

The environment and threats surrounding marathons/endurance events change, and as a result, the 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 community, event organizer and sanctioning body security and safety plan is reviewed and refreshed.

Unlike fixed venue sporting events, securing miles of open roadway in a dense urban environment presents unique vulnerabilities that prevent complete risk mitigation. With spectators lining the route, there is no viable way to ensure sterilization of the entire course. Large deployments of officers and assets serve as a significant deterrent, but proximity to live vehicular traffic and dense concentrations of buildings provide a dynamic evolving threat environment. Hypervigilance and increased awareness, along with significant presence of volunteers, staff, security, and law enforcement, serve as a force multiplier to recognize and report persons and elements that are out of order. But, planning is the key to making all of this function in an effective and efficient manner so as to provide the best safety and security.

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 first annual **National Marathon/Endurance Events Safety and Security Summit** on December 16-18, 2014. Representatives from marathons, endurance events and their staffs, USA Track and Field, Running USA, Ironman World Championships and public safety agencies addressed current safety and security issues facing marathons/endurance events and identified solutions as well as proposed future best practices.

The foundation for this Summit began in 2011, when the Federal Bureau of Investigation (FBI), the Bureau of Justice Assistance and the U.S. Department of Homeland Security developed *Promising Practices for Securing College and University Spectator Events from Criminal Extremist Attacks*. The research completed at the NCS⁴ provided both researched-based and vetted standards to support the evolution of *Best Practices for Marathon/Endurance Events Safety and Security*.

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 safety and security planning across the broad spectrum sporting events. 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 research conducted at the NCS⁴ provided the basis for the development and evolution of the first edition of the *National Marathon/Endurance Events Safety and Security Best Practices Guide*. We urge each marathon and endurance event and the US Track and Field Association, as well as the communities in which they compete to take these *best practices* into account in developing their event security and safety arrangements.

Purpose

To document through professional collaboration the establishment of a living Guide, a collection of vetted Best Practices to assist those responsible for safety and security at marathon and endurance 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 seven topical areas. The areas covered include:

1. Event/Race Day Planning
2. Crowd Dynamics/Management
3. Emergency Action Planning
4. Risk and Threat Assessment/Vulnerabilities and Mitigation Planning
5. Staff Performance/Development/Training/Certification
6. Secure and Safe Aware Culture
7. 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: Event/Race Day Planning

RISK ASSESSMENT/THREAT ENVIRONMENT		E/RDP
BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
<p>1. Establish a “Risk Assessment/Crisis Management Team” consisting of:</p> <ul style="list-style-type: none"> • Local/State/Federal (as appropriate) law enforcement • Fire department(s) • EMS and emergency management • Race stakeholders, including operations, facilities, technology and communications equipment staff 	<p>Lack of anticipation Preparation</p> <p>Understanding that the course for many events runs through multiple jurisdictions</p>	<p>This is a TEAM effort of both Public Safety and Race Operations – recognizing that LE/EM may have expertise to lead this effort. See RTAVMP Section</p> <p>NCS4 Risk Assessment Class</p> <p>Ensure if multiple jurisdictions, that they are all included</p>
<p>2. For each event, have an Emergency Action Plan prepared, that takes an ALL-HAZARDS approach, to follow in case of an emergency/incident .</p> <ul style="list-style-type: none"> • Public Safety agencies will take the lead for the EAP with close collaboration with Race Operations <p>* The appropriate individual should be pre-designated as Incident Commander for each potential type of incident</p>	<p>Pre-planning, anticipate and preparation</p> <p>Roles and responsibilities</p>	<p>This should occur regardless of the size of event. 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 written EAP.</p> <p>The EAP may also serve as planning for several smaller events within the context of the larger event (i.e. multiple races during the same timeframe, shows, exhibits, fair).</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 – and they 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 along the course (i.e. buildings, train or subway stations, businesses, fuel storage, nuclear plant, etc.) to the UJOC and/or LIOC, ROP.</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>Be aware of your surroundings. Eliminate surprises.</p>	<p>Primarily handled by Public Safety with Race Operations contributions.</p> <p>Your surroundings have the potential to impact you, your participants and spectators. So you must be aware and monitor the adjacent along the course area.</p> <p>Keep your staff informed.</p> <p>Ensure that the notification list remains current by updating prior to each event.</p>
<p>5. Conduct regular race management meetings that address risk management issues for all races/events prior to the actual day to address mitigation where and when required.</p>	<p>Planning and preparation is a year round function.</p>	<p>Since races/events in some areas can occur year round, regular meetings should occur throughout the year with increased frequency as each race/event nears.</p>
<p>SITUATIONAL /OPERATIONAL AWARENESS E/RDP</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Accessing and sharing information between various agencies and organizations may be challenging, but are necessary for developing effective situational and operational awareness.</p>	<p>Effective information sharing thru collaboration.</p>	
<p>2. Train ALL staff and volunteers to be observant and to report unusual behavior or inappropriate activity to the UJOC – document all training.</p>	<p>Prevention efforts will serve you well should an incident occur and 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 program.</p>

<ul style="list-style-type: none"> • Explain examples of unusual behavior and inappropriate • activity for all non-LE personnel • Include race/event workers, medical staff, food service workers, volunteers, maintenance personnel in this training • Broadcast (using all mediums) ‘See Something Say Something’ messages to runners and spectators, include preferred methods of communication and to whom they should report information 		<p>Consider presentations live or on video to staff, runners, spectators and community members prior to and during the event - DHS PSAs can assist you Offer different mediums to report information (i.e. phone, website, text, twitter, an individual).</p> <p>This can be accomplished beginning day of event.</p>
<p>3. Use plainclothes officer(s) who are strategically placed throughout the course to observe and report.</p> <ul style="list-style-type: none"> • Surveillance and counter surveillance teams are appropriate in locations along the course as well as at the start/finish lines to observe and report 	<p>These trained eyes and ears are used to complement CCTV, if present.</p> <p>Better observation</p>	<p>The best places are roofs or elevated platforms along the course as well as mingling along the course.</p> <p>If available consider mounted units, they are great to observe from their elevated position – also good for crowd control.</p> <p>This is something that is scalable based upon the size of the event (i.e. low number of runners versus a large number of runners), intelligence, urban/rural, geography and history. When employed, these factors will determine the needed numbers of deployed surveillance teams by Law Enforcement.</p>

COMMAND AND CONTROL		E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Planning		
<p>1. Include all parties from Public Safety (police, fire, EMS, EM) to Public Works, Event Operations and Event Support at the planning table so that roles and responsibilities are pre-defined and appropriate command and control is exercised during the event.</p> <p>Have clear lines distinguishing between the roles of Race 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>Avoiding confusion on race days, through coordination and in the event of an emergency by following NIMS/ICS.</p> <p>Ensures that all entities have representation.</p> <p>It is too late to meet during an 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 event/community(s) and should include external resources that might respond to incidents – for smaller races it means there will be fewer people, but all components should be represented These should be senior leaders.</p> <p>Agency/Organization representatives in UJOC and designated Incident Commanders should have full authority to make timely decisions. Pre-define the authorities to act before event.</p> <p>For small events some resources maybe on stand-by – but pre-informed of their role and responsibility and details of the event.</p>
<p>2. Produce a Command Matrix (and staffing plan) listing from top to bottom who reports to whom consistent with Event Operations and NIMS/ICS, divided into:</p> <p><i>Operations Management:</i></p> <ul style="list-style-type: none"> • Event Staff • Parking Staff • Ticket Staff • Gate Screening 	<p>Role awareness and organization</p>	<p>This should be prepared regardless of the size of the event.</p> <p>Use components and staffing size applicable and appropriate for your event.</p> <p>All components on left may not be required for all events and/or communities.</p>

<ul style="list-style-type: none"> • Transportation • Communications • Marketing Promotions • Administration • Broadcast Teams <p><i>Public Safety Emergency Management:</i></p> <ul style="list-style-type: none"> • Law Enforcement (Local Police/Sheriff, State, Federal) • Medical/Public Health • Fire • Emergency Management • Public Utilities Agency • National Guard • Dept. of Transportation • Dept. of Public Works • Dept. of Parks <p><i>Event Support Management:</i></p> <ul style="list-style-type: none"> • Course Operations • Hydration • Food • Medical • Reunification • Information Technology • Logistics • Adjacent Structures • Merchandise • Equipment 		
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Communications		
<p>1. Develop an Operations/Communications Plan that includes options and alternative methods to communicate at all levels from Race Control/UJOC to all line operations.</p>	<p>Communications is one of the most important, yet least pre-addressed issues that arises during an event.</p>	<p>This is clearly scalable based upon the size of your operation - interagency communication (police, fire, Emergency Medical Services, Race Control) 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 entity communications, including capabilities for all entities (voice, data, video, 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 at smaller events.</p> <p>You may not have all these capabilities, but what you have should converge in a single location – the UJOC.</p>
<p>3. Test communication plans/equipment in a working environment to ensure the equipment and location/ environment is functional before each event.</p> <ul style="list-style-type: none"> • Essential for multi-jurisdictional courses 	<p>Reliability of overall communication capability and in a high noise environment.</p>	<p>Applicable to all events regardless of size or function.</p>
<p>4. Ensure that you do not rely upon any <u>single</u> method/ system of communicating for operational or emergency communications.</p>	<p>Technology dependency and reliability under stress</p>	<p>Use all means and methods to communicate and test these channels.</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 vehicles PA's for emergency communications 	<p>Being 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. Pre-position megaphones at medical tents and water points.</p>
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EVENT STAFFING	E/RDP
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<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Provide appropriate/sufficient staffing levels for all events based upon anticipated attendance numbers, the type of event, length, history, intelligence and recognized risks/threats to address overall event(s) and all-hazards.</p>	<p>Ensure sufficient coverage for event.</p>	<p>A major factor in “appropriate” staffing levels will be based upon event type and history, intelligence, length, weather, and risk factors unique to the event - should be defensible if things go wrong. This should be based upon and part of your risk assessment.</p> <p>Many, if not most, staffing may be volunteers, so understanding their roles and responsibilities will be your greatest challenge.</p>

INTELLIGENCE COLLECTION/SHARING	E/RDP
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<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Intelligence comes in many forms; establish a plan for handling the collection, maintenance, sharing and protection of information.</p>	<p>Intelligence is critical for planning, anticipating, implementing your plan and maintaining situational awareness.</p>	<p>Information should be handled on a need to know basis and shared with as many unified command personnel as necessary.</p>

<ul style="list-style-type: none"> Establish a program for runner situational awareness 	<p>This includes information that may threaten the course (crime, terrorism, weather, other community activities, etc.).</p>	<p>This will be primarily a Law Enforcement function, however, a lot of information from event staff will not involve Law Enforcement, but issues important to Race Control and the effective and safe conduct of the event.</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>Safeguarding information</p>	<p>Your FBI JTTF and Field Intel Group (FIG) are also good sources of broader intel.</p> <p>All sources (local, state Law Enforcement and Fusion Centers) are important inputs.</p>
INTELLIGENCE/ANALYSIS FUSION		
BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Local Criminal Assessment		
<p>1. The primary law enforcement agency (whoever is the responsible lead for the event) should collect, maintain and disseminate this information as required for race events.</p>	<p>Intelligence information is critical to assessment, planning and implementation/response.</p>	<p>Intelligence in conjunction with a threat/vulnerability assessment will allow for effective planning, operation and response regardless of event size.</p>
Public/Private Collaboration		
<p>1. Establish a liaison with the local FBI JTTF and the state Fusion Center.</p>	<p>Enhance information sharing.</p>	<p>Consider assigning one of your police officers to the JTTF if possible.</p>

<p>2. Join local information sharing groups like InfraGard (public/private collaboration) Neighborhood Watches, and community policing units in the area of your event.</p>		<p>www.infragard.org Local city/county law enforcement neighborhood policing units are great sources, as well as DHS/PSA.</p>
<p>Terrorism Assessment</p>		
<p>1. Assign a liaison with local FBI JTTF and the state Fusion Center since it is the best way to be alerted to any intelligence concerning potential terrorist activity/threat to your event.</p>	<p>Stay aware.</p>	<p>Get one of your law enforcement officers a security clearance through FBI JTTF participation so they may receive classified information for planning and response purposes.</p>
<p>SAFETY AND SECURITY</p>		<p>E/RDP</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Perimeter Control/Protection</p>		
<p>1. Conduct an area crime analysis to objectively determine what problems exist or may be present when you have events.</p> <ul style="list-style-type: none"> This will likely involve multiple areas along the course and thru different jurisdictions 	<p>Must establish and anticipate the necessary participant/spectator protection before, during and after events.</p>	<p>Law Enforcement should conduct a crime analysis and gather input from local counterparts (may be multi-jurisdictional).</p>
<p>2. Continually maintain relevant records for reference and analysis over time.</p> <ul style="list-style-type: none"> State institutions may have mandated terms and timeframes 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 event-related activities?</p>	<p>Procedure is independent of size.</p>

<p>3. Develop close coordination between local police/sheriff and event security staff.</p> <ul style="list-style-type: none"> • Staff the starting line, perimeter entry/control points, and finish line areas with uniformed law enforcement (whenever possible) and race security staff 	<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 barriers around the start/finish line areas and used to block cross roads along the race course and/or consider closing them.</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) • No vehicles (unofficial or unauthorized) should be permitted to be driven or parked in/on the race course during the event 	<p>Creates a buffer zone between the course and general traffic.</p> <p>Barriers also protect pedestrians and bystanders alongside these roads. By using them, vehicle access points are limited, which makes vehicle verification less stressful.</p> <p>Also serves as an impediment to VBIEDs and prevents criminal or accidental vehicle attacks.</p>	<p>If roads are just closed with plastic/wood barricades, they should be manned by law enforcement, certainly for larger races with thousands of runners.</p> <p>Water filled barriers are also an option if concrete or dump trucks are unavailable.</p>
<p>5. Ideally, each event would create Specific Security Areas (SSA), generally defining the Inner, Middle and Outer SSAs.</p>	<p>Each area will have different security requirements/controls and staff trained on these to avoid confusion and to protect mass gathering areas.</p>	<p>Based on the Risk Assessment, threat, 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 SSAs.</p>

<ul style="list-style-type: none"> • The INNER area would typically encompass the inside of the course and should be locked down during the time of hours before the first runner approaches a point on the course until minutes after the last runner departs a point on the course. This would also include the starting line at the beginning and finish line at the end as well as water stations, bridges/ overpasses and any entertainment/VIP areas • The MIDDLE area would typically encompass everything immediately parallel to the course outward to 100 feet (if possible). This would include viewing areas along the course and medical tents • The OUTER area would typically encompass participant/spectator parking lots and staging areas 	<p>Generally, this information should be made available to attendees to avoid confusion.</p> <p>Each area allows for containment of a situation.</p>	<p>When implementing SSA, the type of area, size, geography and surroundings will dictate the number of areas, scope, and distance for each segment as well as the lockdown time based upon this info.</p> <p>In instances where there is not 100 feet of clearance, vulnerable areas and possible threats must be identified and alternative arrangements made to secure the perimeter through methods such as utilization of barriers, vehicle and pedestrian routes, and placement of police/security guards and other event operations staff.</p> <p>Bridges, especially high and long ones, as well as overpasses, present more challenges and a heightened sensitivity for security and weather.</p> <p>The larger the event and potential risks the more attention this needs to be given.</p>
<p>Pre-Event Inspection</p>		
<p>1. Conduct a course inspection before each event in order to remove all unauthorized materials, vehicles, and people to create secure SSAs.</p>	<p>Prevent unauthorized materials, vehicles, and people from disrupting the event to the best of your ability.</p>	<p>Implementing this will be driven by event type, history, size, intel and risk factors unique to the event, especially if there are known threats or knowledge of similar (recent) activities.</p>

<p>Report the results of the inspection to the UJOC/Race Ops Center prior to closing the course for the race.</p> <p>The results of the race day inspection should be maintained as documentation that the inspection was conducted and the area was controlled at a point in time prior to participant/spectator entry.</p>	<p>Litigation support</p>	<p>At a minimum, staff should walk the entire course; bomb dogs/electronic detection at start/finish line areas should be used for larger events (10,000+ attendees).</p>
<p>2. Inspect all buildings located within 100 feet of the race start/finish line prior to the event and then secure them to the best of your ability.</p>	<p>To attempt to remove them as a platform or concealment of attack</p>	<p>Based upon an elevated threat, at minimum, conduct a walk-thru inspection before each event is open to attendees. This will be driven by threat intelligence. It also serves as a deterrent.</p> <p>This may not be possible as some may be private residences and you may not have sufficient manpower.</p>
<p>ACCESS CONTROL</p>		<p>E/RDP</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Ticketing and Credentialing</p>		
<p>1. Secure the INNER SSA so that no one without a ticket, pass or credential is permitted entry through the active course or start/finish line access points.</p> <ul style="list-style-type: none"> • UJOC and Race Control should be considered an INNER SSA 		<p>See Crowd Dynamics/ Management – Ticketing/Credentialing</p> <p>Considering resources, personnel and equipment this should be a high security zone.</p>
<p>2. Credential Guides should be produced for public safety, staff and workers/volunteers.</p>	<p>Avoid confusion, foster clarity</p>	<p>Handouts and/or posters can be used regardless of event size.</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 on the course - this will change, as you roll up the course from beginning to end, as last runners pass.</p>	<p>Access control</p>	<p>This is regardless of event size, however, based upon threat, size and attendance you may reduce access points to ingress. The control over the course will change as runners pass.</p>
<p>2. Event day workers/volunteers should use a single location to report to a check-in area to receive their credential and post orders.</p>	<p>Reduce confusion and overlap with greater control.</p>	<p>For very large events, with automated credential control, a secondary location may be used.</p>
<p>3. The broadcast company or other media should provide a list of all personnel requiring access onto the course. Upon entering, broadcast personnel should identify themselves with photo ID so that they may be issued an event credential. All broadcast bags should be checked, inspected and tagged.</p>	<p>Reduces risk of unauthorized persons gaining entry posing as media and prevents unwanted material/items from being brought in. Adversaries will know if these individuals come and go without any checks.</p>	<p>This should be conducted with no exceptions, despite inevitable complaints.</p>
<p>4. Secure specific areas to prevent post-event access. Such areas include:</p> <ul style="list-style-type: none"> • Changing/garment holding areas • Viewing stands • Medical tent(s) • Race Control • Finish line 	<p>Maintain coverage.</p>	<p>Ensure workers/volunteers understand that the event is not over when the last runner crosses the finish line – but when Race Control says it is. Instill diligence throughout.</p>

<p>The event should not be considered over until 30 minutes after all competitors are off the course at a minimum.</p> <p>* A checklist should be used to reduce theft and damage while shutting down the event</p>		
<p>5. Post signs near all entry points clearly stating that no firearms or weapons are allowed on the course or in the start/finish line areas, including a list of all prohibited items.</p> <p>Marquees, public address systems, electronic message boards and local media should be utilized to communicate to patrons entering these areas information such as protective measures, procedures, restrictions, prohibited items and evacuation routes.</p> <p>* Include signs at “Park and Ride” locations, event shuttle pick-up points and other mass transportation locations</p> <p>* Educate mass transit/tram/bus drivers (and an assistant) to <i>Be On Look Out</i> for prohibited items so patrons have an opportunity to return items to their vehicle before arriving at the venue</p>	<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 event, but you would scale to the size of your event to prevent backlogs. For instance, smaller events with no adverse intel, may only conduct 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>

Vehicular		
<p>1. Allow only authorized or credentialed vehicles to be parked within the MIDDLE or INNER SSAs, and then only after they have been screened upon 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 is most vulnerable and should be the most secure.</p>	<p>Authorized vehicles may include law enforcement/emergency vehicles/city-county vehicles, pace vehicles, sponsor vehicles, broadcast camera and equipment trucks, and vehicles/buses used to deliver officials, staff, competitors and their families, but only after checked.</p> <p>Particular attention must be paid to the presence of unsolicited/uncredentialed emergency vehicles such as ambulances.</p> <p>Make this part of the pre-event planning so runners, families, vendors, sponsors and workers/volunteers know of requirements well in advance of the event.</p> <p>Smaller events may limit to only inner SSA.</p>
<p>2. Inspect and credential 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 	<p>Credentialing/labeling avoids confusion and validation of whether a vehicle has been inspected upon entry and is legitimate and can also denote which vehicles are permitted where.</p> <p>Assists in preventing VBIEDs.</p>	

<ul style="list-style-type: none"> • This should include credentialed medical vehicles used on course and around the medical tent(s) and broadcast and pace vehicles • 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>To avoid use of “cloned” public safety vehicles.</p>	
<p>3. For INNER SSA entry and for start/finish line areas that offer adjacent parking, vehicle checks should be conducted by trained staff using, at a minimum, visual inspection and undercarriage mirrors for VBIEDs prior to each vehicle entering the inner SSA/underground and adjacent parking.</p>	<p>Larger vehicles present a greater risk based upon their size, capacity to carry more and volume of fuel tanks.</p>	<p>This can be time consuming, so consider using 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>4. If parking is offered for competitors, each vehicle entering this area 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.</p>	<p>Larger vehicles present a greater risk based upon their size, capacity to carry more and volume of fuel tanks.</p>	<p>This should be strictly adhered to and enforced due to the magnitude of damage/impact of a VBIED.</p> <p>Some may want to do this only if specific intel indicates a threat, however we will not always have forewarning and while it may be low incident frequency, it has a high impact.</p> <p>Location of competitor parking in relationship to the course would possibly have a bearing upon the screening.</p>
<p>5. All trucks and delivery vehicles seeking access to the INNER and/or MIDDLE SSAs, underground parking or unloading areas adjacent to the course should be inspected visually and with undercarriage mirrors for hazardous materials, weapons and explosives.</p>	<p>Protection efforts to prevent the introduction of hazardous/prohibited items to the area.</p>	<p>Ideally, all such deliveries, except perishables (ice, certain cold, unfrozen food, etc.), should be delivered at least 24 hours prior to the event so it does not tie up event day resources.</p>

<p>6. All sponsorship displays or concession vehicles within the INNER or MIDDLE SSAs, 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 event representative 	<p>Protection efforts to prevent the introduction of hazardous/prohibited items to the area from a static and/or unattended vehicle.</p>	<p>For smaller events this will be threat driven, but followed if near start/finish lines.</p>
<p>7. Monitor parking areas to ensure public access for disabled patrons and that lanes and parking areas are left open for EMS and fire vehicles.</p>	<p>Ensure emergency vehicle access.</p>	
<p>8. Remove all unauthorized or unidentified vehicles within the defined course as part of the inspection process prior to 'freezing' the course.</p> <ul style="list-style-type: none"> • Conduct cursory screening of all vehicles entering event controlled parking lot(s) and conduct random more intrusive vehicle screening 	<p>Unattended vehicles breed unwanted activity along your course.</p> <p>Individuals intent on doing you harm will notice if vehicles are left adjacent to the race route without recourse.</p>	<p>Event size and geography, as well as event circumstances, threats will dictate the implementation.</p> <p>This is a best approach, but removal may not be possible from adjacent private properties not under event control - parking lots have multiple uses and are not necessarily reserved solely for the event, so should be monitored.</p>

<p>9. Prohibit all but approved vehicular use inside (INNER SSA) the course during the event</p>	<p>It is a whole different dynamic when the race is in progress.</p>	
<p>Deliveries and Waste Removal</p>		
<p>1. All deliveries (entries and exits) should be prescheduled and documented. Entry should be centralized to limited points 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 SSA is declared controlled • Deliveries should be scheduled through limited entry points, where possible • Delivery of hazardous materials should be scheduled during times of non-event (e.g. overnight or day before the event) • 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, the previously submitted manifest must be reconciled with the contents of the vehicle at the time of delivery • Provide an escort for each delivery vehicle to any other areas within the course where a delivery must be made. 	<p>To limit possible accessibility of VBIEDs.</p> <p>Propane delivery trucks making refill deliveries may pose a significant risk.</p>	<p>Particular attention should be given to bank armored truck deliveries (ATM service), food service, souvenir or water deliveries, etc.</p> <p>Size of event geography, potential risk of threats will factor into the depth of implementation.</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 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 		<p>Parallel routes should be used, where possible.</p> <p>Utilize a self-certification program to facilitate deliveries and shipments of vendors that would not need an escort.</p>
<p>2. All waste removal should be scheduled, but not during the event when the course is at high capacity.</p> <ul style="list-style-type: none"> • Should not place dumpsters/trash receptacles under or adjacent to structural supports for viewing stands • Should anticipate sufficient dumpsters that will allow for pickup <u>after</u> the event • Trash receptacles should be emptied prior to the event • Do not use metal or hard plastic trash receptacles and no lids, cardboard boxes with plastic bags are best 	<p>Coordination</p> <p>To prevent a dumpster/trash receptacle from being used as an IED.</p>	<p>Consider both public and commercial trash collection.</p>
<p>No Re-Entry Policy</p>		
<p>1. Establish a Re-Entry/No Re-Entry Policy, implementation procedures and any exceptions.</p> <ul style="list-style-type: none"> • Possible exception is medication and child care 	<p>Many issues are created by re-entry.</p>	<p>This is going to vary across various events based upon size, viewing stands, start/finish lines. This is meant to apply to your controlled access areas.</p> <p>Re-entry policy should be posted in clear view.</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 “didn’t 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 a prescribed entry point with re-inspection of patron as when initially entering event area.</p>
<p>Late Gate Opening Policy</p>		
<p>1. Have a policy against late gate opening (shutting down ticket/pass taking/credential checking and screening) and allowing anyone to enter the start/finish line viewing areas unchallenged/unscreened.</p>	<p>If not prevented, this becomes your weakest link in your security which could result in trouble makers entering and prohibited items being brought in.</p>	<p>This policy should be posted and enforced, if applicable.</p>
<p>ROBBERY/THEFT PROTECTION</p>		<p>E/RDP</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Have 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 	<p>Robberies at sport events and their banks have occurred many times. Pre-planning will help reduce this risk and mitigate issues.</p>	<p>This will depend upon whether or not your event or vendors collect cash for registration/donations or concessions (food or souvenirs). If not, then this doesn’t apply.</p>

<ul style="list-style-type: none"> • Event bank should have CCTV coverage of access points, collection and counting areas, and exchange and storage areas • Should separate the cash storage area from cash receipt area • Cash should be carried in non-descript packaging concealing the contents from public in route to event bank • Should establish a policy that no sales location can amass more than \$2000-\$3000 before transferring it to the event bank • Should have armed guards or police in the event bank • Issue special credentials for individuals transacting with the event 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	E/RDP
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<u>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 	<p>In today's world this has become a greater risk due to the potential for far reaching impacts based upon cyber systems controls over large</p>	<p>DHS, FBI and InfraGard can provide input/support and documents for developing the plan.</p>

<ul style="list-style-type: none"> • Event Systems <ul style="list-style-type: none"> ○ Web/Social Media presence ○ Registration ○ Timing/Scoring ○ Logistics ○ Electronic Signage 	<p>segments of our environment and their extensive event use.</p>	
<p>Hardware/Software/Network</p>		
<p>1. Ensure that all operating software and hardware is regularly updated, patched and tested (registration, payments, scoring, timing, medical, incidents, incident management, etc.).</p>	<p>Software currency to protect the integrity and credibility of your event. Prevent intentional miss-information.</p>	<p>Requires competent technical staff and coordination. Larger events – larger issues</p>
<p>2. Install and maintain current cyber-security technology 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. Should 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>	
<p>5. Depending upon information collected electronically from individuals receiving medical treatment, HIPPA laws regarding protection will apply.</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		
<p>1. Virtual - User authentication/password access controls should be created that are need to know based.</p>	<p>To prevent unauthorized access.</p>	
<p>2. Virtual - Access for all terminated/departing employees should immediately be cancelled.</p>		
<p>3. Physical - Access to information technology facilities should be controlled, so only authorized personnel may enter.</p> <ul style="list-style-type: none"> • Access for all terminated/departing employees should immediately be cancelled 	<p>Insider threats are the most prevalent.</p>	
<p>4. Data – Should be encrypted and backed-up.</p>		

INVESTIGATION		E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Questioning and Detention		
<p>1. Law Enforcement in conjunction with Event Operations should develop policy and procedures, and establish a location for detaining and questioning persons who have exhibited suspicious/unacceptable behavior and/or has violated security policy/regulations/laws.</p> <ul style="list-style-type: none"> • This should include intoxicated individuals and demonstrators/rioters 	Litigation protection and procedural control	<p>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.</p> <p>These should be consistent with your jurisdictional laws.</p>
<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>		<p>This will vary dependent upon who is doing the injection (i.e. Law Enforcement, security staff, gate/ticket takers, etc.).</p>
Reports and Record Keeping		
<p>1. Have staff prepare a report on each complaint/dispatch or adversarial interaction with any participant/spectator.</p>	Litigation protection	<p>The initial capture of information could be a written note, documented by a smartphone or dictated into a smartphone.</p>

<p>2. Photograph ALL individuals that are questioned, detained and/or ejected.</p>	<p>For identification and event organization protection.</p>	<p>This may seem burdensome, but since most people have smartphones, consider using them for this purpose.</p>
<p>3. Cite and record offenders, advise them they will not be permitted to attend race events for the 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>	<p>Prevents ejected drunk offender from causing additional problems and liability to the event.</p>	

TRANSPORTATION

E/RDP

Public Transportation

<p>1. City buses, subways, trains and/or ferry boats may be used as a means to travel to and from the 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 • Need to heighten security and conduct briefings on strange behavior, unattended/abandoned items for operators, terminal/hub/station attendants 	<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, the size of the event.</p> <p>For larger events: Metrics related to passenger volume over time for various modes and routes may be available from transportation providers which will allow you to anticipate arrival sizing.</p>
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<ul style="list-style-type: none"> • During peak periods increase LE 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 		This will be very beneficial for density and planning, both at current and future events.
<p>2. Consider and plan for evacuation/shelter concerns at these transportation hubs/terminals/stations.</p>		Include in overall EAP.
Personal Vehicles and Parking		
<p>1. Consider and plan for traffic flow and new patterns caused by closures.</p>		Your local Transportation Department(s) should lead this effort supported by Law Enforcement and Race Control.
<p>2. Parking will be an issue for participants (particularly in areas w/limited public transportation) as they all arrive at the Start Line area.</p> <ul style="list-style-type: none"> • Establish participant parking areas w/appropriate signage 		This will vary greatly depending upon the environment (urban, suburban or rural), size of event and transportation availability.
<p>3. Participant parking areas need to have security as participants will need to leave personal items in their vehicle.</p>	Protection from vehicle break-ins.	Consider both CCTV and security person coverage.

Buses/Trams		
1. If Start/Finish lines are not in close proximity then it will be necessary to move participants to their transportation, using buses and/or trams exclusively for them.	Secure and safe movement	This is going to depend on your environment and size of event.
2. Conduct background screening on drivers of these vehicles and credential both of them.	Litigation protection	Your local Law Enforcement can assist with this.
3. Conduct searches of these vehicles prior to their use. • Need to heighten security and conduct briefings on strange behavior, unattended/abandoned items for operators		This relates more to larger races that require event provided transportation to start and away from finish line.
TRAFFIC MANAGEMENT		E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Movement		
1. Develop a detailed plan for vehicular flow into and out of your course/event, road closings, including staging and entry/exit of responding emergency vehicles.	This addresses the most disruptive aspect of your event on the community.	With Public Safety (Law Enforcement/Department of Transportation), define and agree upon the event traffic perimeter and area of responsibility, street closings and oversight in the planning process.
Street Closures/Barricades		
1. Mobile barriers should be placed around the start/finish line areas and used to block cross roads along the race course and/or consider closing them.	Creates a buffer zone between the course and general traffic.	If roads are just closed with plastic/wood barricades, they should be manned by law enforcement.

<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) • No vehicles should be permitted to be driven or parked in/on the race course during the event 	<p>Barriers also protect pedestrians and bystanders alongside these roads. By using them, vehicle access points are limited, which makes vehicle verification less stressful.</p> <p>Also serves as an impediment to VBIEDs and prevents criminal or accidental vehicle attacks.</p>	<p>Water filled barriers are also an option if concrete or dump trucks are unavailable.</p>
<p>2. When possible, arrange to have marked police vehicles parked in key areas and major intersections.</p>	<p>Serves as a deterrent, even if unmanned.</p>	<p>They have to be parked somewhere when not on patrol.</p>
<p>Parking</p>		
<p>1. All participant designated parking areas 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 may affix regardless.</p> <p>The event is responsible for these areas, unless participants are previously advised to the contrary.</p>	<p>Most participants will leave personal items in their personal vehicle.</p>
<p>2. All parking areas should be illuminated (if near sunrise or sunset) 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 when participants start arriving prior to daylight.</p>	<p>For those venues with CCTV coverage, consider fixed or mobile video platforms for parking areas.</p>

<p>3. All lots should be patrolled or manned from the time event lot open until parking areas close following conclusion of the race (or event ends), regardless of whether the lot is enclosed.</p>		<p>Could use roving patrols and CCTV.</p>
<p>BEHAVIORAL ISSUES</p>		<p>E/RDP</p>
<p>BEST PRACTICE</p>	<p>ISSUE ADDRESSED</p>	<p>IMPLEMENTATION</p>
<p>Disturbances - Pre, During and Post Event</p>		
<p>1. Develop a written plan in conjunction with all participating law enforcement agencies and event operations, explaining how you will handle all disturbances, such as:</p> <ul style="list-style-type: none"> • Race route encroachments (individuals and vehicles) • Fighting/Threatening/Harassment • Civil disturbance/Demonstration • Throwing things • Use of vulgar language 	<p>Be proactive, since at some point in time you will have to address this issue.</p>	<p>A lot of these items will be driven by an effective threat assessment.</p> <p>This planning should occur regardless of event size. Law Enforcement should lead this planning with advice to staff/volunteers about how to handle these disturbances and reporting to Law Enforcement.</p>
<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 pre-positioning personnel or barriers effectively to discourage certain behaviors.</p>	<p>Prevent driving through certain areas.</p>	<p>Based upon event history, size, threat and current environment.</p>
<p>3. Adopt a Code of Conduct, advertise 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. Preplan and practice your response to all potential incidents.</p>	<p>Clarify roles and responsibilities.</p>	
<p>2. Use social media monitoring for intelligence and early warning.</p>		
<p>3. Fully document and retain all actions taken.</p>		
<p>Tactical Ops Teams</p>		
<p>1. Define under what circumstances tactical teams will be deployed and under whose command, especially if response is multi-agency, multi-jurisdictional.</p>	<p>Avoid confusion during crisis.</p>	<p>Also, set up multiple rally points around your route, so you can select the best location for a given incident to rally tactical resources. See EAP</p>
<p>Uniform and Plainclothes</p>		
<p>1. Use a mixture of uniform and plainclothes officers whenever possible.</p>	<p>Deterrence, observable help and situational awareness.</p>	<p>Uniforms serve as a deterrent and a visible point of contact for patrons needing help while plainclothes serve as quasi-invisible eyes and ears that can provide intel and early warning.</p>

LIFE/FIRE/MEDICAL SAFETY and PUBLIC HEALTH			E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Have a Fire Unit(s) and an EMS Unit(s) with certified EMT’s onsite at all events as a minimum.</p>	<p>This will eliminate response time and may save lives.</p>	<p>Depends upon the size of the event, weather conditions and threat information that would require scaling up taking into consideration that your events have significant medical resources contractually.</p>	
<p>2. Require pre-approval and provide pre-notification to public safety of specialty events, fireworks, parachutist or aerial shows/fly-overs.</p>	<p>These provide a higher risk, thus approval and preparation are required.</p>	<p>This should be non-negotiable regardless of event size.</p>	
Food and Beverage			
<p>1. The following food and beverage protective/preventive measures should be considered:</p> <ul style="list-style-type: none"> • Ensure <u>all</u> food service distributors/vendors 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 refuse anything found to be tampered with • Notify law enforcement and food distributors (in that order) of actual or suspected tampering incidents 	<p>Prevent and respond to food borne issues.</p> <p>Ensure safe food handling and dispensing.</p> <p>If it is your event, it is your liability.</p>	<p>Local Health Department can assist with food/ water borne issues.</p> <p>Include Local Health Department food inspectors in the EAP planning and informal ops plan, provide communications contact in event of a tampering or to report other patron food/drink issues.</p> <p>This is true for event-provided food and drink as well as vendor-provided food and drink for sale.</p>	

<ul style="list-style-type: none"> • Require background screening on <u>all</u> food service employees/volunteers • Ensure all food service vendors and employees comply with all local health standards, regulations, laws and appropriate inspections are conducted • Ensure food workers are informed and trained in recognizing food contamination and reporting procedures 		<p>Vendors should be responsible for background screening of their worker/volunteers.</p>
<p>2. For water, know the source and what steps are taken to ensure its safety (i.e. private bottler vs. public water).</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>While it is understood that this is not normally a runner issue, it can be for spectators or others in the area of event.</p> <p>Since alcohol is a major contributor of disruptive behavior this is a must.</p> <p>Policy needs to be communicated to attendees. Local (away) standards and practices may be different than at your event.</p>

WEATHER PLANNING		E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. As part of the EAP, develop, review, train, exercise and revise plans for all manner of adverse weather and response which includes: delay, sheltering, evacuation and re-entry (runners/staff/spectators) after sheltering/evacuation and cancellation for all race events.</p> <ul style="list-style-type: none"> • Practice and test staff at least once a year for evacuation and shelter in place plans • Include communications technologies during testing • Conduct an exercise 	<p>Being unprepared for all manners (heat, snow with ice, hail, wind, rain) of adverse weather.</p>	<p>FEMA and NWS can assist in your planning and training.</p> <p>See EAP</p> <p>Can be trained and tested through a table-top exercise.</p>
<p>2. Simplicity is key - the staff/volunteers will need a simple plan to follow in an emergency, be trained on the plan and provided with guides for all manner of adverse weather.</p>	<p>Time is critical.</p>	
Monitoring		
<p>1. Use minimum standards to establish trigger points based upon various weather situations and your geography and circumstances as per expert guidance.</p> <ul style="list-style-type: none"> • Develop decision trees for your plan 	<p>Being unprepared for all manner (heat, snow, ice, hail, wind, rain, flooding) of adverse weather 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. Have both a weather expert and a medical specialist on hand in the command/ops center or in direct contact with UJOC.</p>	<p>Onsite expertise eliminates searching for the right answers if an emergency arises.</p>	<p>For runners and viewers (2000+) with impending/potential weather conditions this is a must.</p>

<ul style="list-style-type: none"> 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>If you have a local TV station, they more than likely have their own meteorological – make contact with them.</p>
<p>3. Seek Storm Ready Certification by FEMA/National Weather Service.</p>		
<p>Sheltering</p>		
<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 and exercise.</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.</p> <p>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, and hazardous chemical release) along with the total number of individuals each area can safely accommodate.</p> <ul style="list-style-type: none"> Locate enough shelters along the course (based upon participants at given points in time); if spectators or staff are located at these points consider their numbers 	<p>Plan ahead of time so you are prepared for all eventualities</p> <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>

<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 		
Evacuating		
<p>1. Follow the Evacuation Plan in your EAP.</p> <ul style="list-style-type: none"> • Ensure public safety and event staff are familiar and trained with the plan 	<p>A plan and pre-event familiarity is a must.</p>	<p>Plan, train and exercise.</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.</p>
Reunifications		
<p>1. Identify a Family Emergency Reunification Center or centers.</p>	<p>A facility where runners prevented from completing the race due to course disruption are reunited with their families/friends</p>	<p>No matter the size of the event this should be planned for and scaled accordingly. Red Cross may be able to assist.</p>
<p>2. Identify and coordinate transportation needs and solutions to move participants to reunification center(s).</p>		<p>Plan for buses, even if not in use for race Consider using community school buses.</p>

<p>3. Staff and train sufficient personnel to handle the reunification center(s).</p>		<p>Red Cross may assist.</p>
<p>Decision Making</p>		
<p>1. When planning for a delay, evacuating/sheltering or cancelling an event due to weather, it is important to identify decision making levels and authority, with one person on-site who will make the decision.</p>	<p>Avoid confusion and affix responsibility to a prepared individual. Identify by name.</p>	<p>When implementing the plan, make sure that enough time is included for staff to be in place when the evacuation order is given to patrons - trigger points may have to be further out than what was first anticipated.</p>
<p>2. Provide advance, real-time information on severe weather to participants (i.e. PA system, video board, social media, local radio announcements,) allowing them to make personal decisions before any mandatory sheltering or evacuation order is issued.</p>		<p>Also utilize TV and radio outlets that carry the event to communicate with spectators still in transit to the course and to provide updates if they are standing by following an evacuation.</p>
<p>COURSE DISRUPTION</p>		<p>E/RDP</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Delay/Suspension/Route Change</p>		
<p>1. Follow the Delay/Suspension/Route Change Plan in your EAP.</p> <ul style="list-style-type: none"> • Define and plan for as many possible threats/adverse weather /hazardous conditions that could cause one of these actions • Pre-define various pre-measured by-pass routes • Ensure staff is familiar and trained with the plan 		<p>This will be developed by Event Operations with assistance from Public Safety.</p> <p>If rapid rerouting, it may be necessary for first half runners to stay on the original course to prevent</p>

<ul style="list-style-type: none"> • During a suspension, runners may be required to stop and remain on course, or runners and spectators may be required to evacuate the course 		<p>them from straying into a dangerous area, then reroute remaining runners.</p>
<p>2. Provide effective communication capabilities to notify participants/spectators of these actions.</p> <ul style="list-style-type: none"> • Use pre-scripted messages • Ensure messages are disseminated to all course marshals, medical tents and water stations • Make sure the same is true for race resumption 		<p>Have redundant capabilities such as PA, Radio, TV, text and social media.</p>
<p>Cancellation</p>		
<p>1. Pre-event race cancellation causes include weather, threat to public safety, hazardous conditions and circumstances beyond race control.</p> <ul style="list-style-type: none"> • Have a decision process in place • Have a written communications plan to notify: Public Safety, race staff, participants and spectators • Timing and notification are important factors to avoid confusion 		<p>SEE EAP</p>

BOMB THREATS		E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have a written plan that is part of the EAP that dictates criteria, roles/responsibilities and identifies who makes the call on evacuation, cancellation, or not, for a bomb threat.</p> <ul style="list-style-type: none"> • Have pre-written communication messages • Define assessment process (FBI is resource) • Define Evacuation process as set forth in the EAP Evacuation Plan for such an incident 	<p>Bomb threats are highly disruptive and cause mass confusion over what process to follow, who makes the decision, when to evacuate and how to notify staff, participants and spectators.</p>	<p>Public Safety will be responsible for this plan.</p> <p>SEE EAP</p> <p>These have been on an increase of late.</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 to evaluate any threats received.</p>	<p>Avoid confusion.</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>Take a systematic approach.</p> <p>Reduce time of response.</p>	<p>FBI, BATE, and DHS offer checklists.</p> <p>Many of these use VOIP and are foreign in origin.</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 spectators/participants as to certain actions you want them to take.</p>	<p>So announcements are ready to go during a crisis saving critical time.</p>	
<p>7. If resources are available, conduct bomb sweeps of start/finish lines, race ops, medical tents, buses, proximity parking lots, media compound, water/food/concession deliveries – once controlled, keep reasonably controlled thru:</p> <ul style="list-style-type: none"> • Access control • Bag checks (require clear bags) • No re-entry policy • Credentialing 		<p>Certainly for large-scale events, resources should be made available.</p>
<p>8. If possible, have an EOD/Bomb Tech(s) 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 police and security staff should be trained in bomb threat response 		<p>Certainly for large-scale events, resources should be made available.</p> <p>Besides Law Enforcement, the military has Explosive Ordnance Disposal (EOD) resources.</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.
PUBLIC INFORMATION PLAN		E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Designate and authorize a Public Information Officer (PIO) at the 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>	Avoids confusion when an incident occurs (i.e. info from multiple sources).	Use the most experienced individual, regardless of agency/organization, that will be available on-site during your event.
<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 Emergency notification system or “Crime Alert” timely warning system is applied during event. • Address use of social media, who is responsible for disseminating public safety info during events 		This may require a collaborative effort since different organizations may have different rules and goals.

PRE-EVENT AGREEMENTS			E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Establish written mutual aid agreements with surrounding jurisdictions to provide event day support and emergency response, or other methods of designated support as local jurisdiction/host venue may deem appropriate, based upon Risk Assessment.</p>	<p>Pre-plan to avoid confusion.</p>		
<p>2. Establish written memorandum of understanding (MOU), based upon the Risk Assessment to provide any needed services or equipment in case of an emergency.</p>	<p>Pre-plan to avoid confusion and to place people and equipment on stand-by.</p>		
<p>3. Review and ensure that adequate insurance coverage is current and enforced.</p>	<p>To mitigate potential loss.</p>		
HAZARDOUS MATERIALS			E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Have a written plan for dealing with hazardous/toxic material exposure (i.e. fuels, propane, chemicals, fertilizers, garbage, and sewage).</p>	<p>Ensure safety along the course.</p>	<p>Your local Fire Dept. and FEMA can assist with training and documentation. See EAP</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 EMs will be responsible for the plan and decontamination, if necessary.</p>	

<p>3. Ensure that no hazardous materials are stored within or adjacent to buildings or tents used as temporary medical facilities or near the start/finish lines.</p>		<p>Conduct inspection prior to event, consider requesting local Fire Marshal to accompany inspection team.</p>
<p>PERMITTED and PROHIBITED ITEMS E/RDP</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Policy and Publication</p>		
<p>1. Establish a written policy regarding permitted and prohibited items that will or will not be allowed on 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, flammable liquids, fireworks, tents/lean-tos, chairs, sleeping bags, blankets, glass containers, and suitcases • Post a list of prohibited items in parking lots, transit points, and entrances to event 	<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, credential forms.</p> <p>State firearms laws will impact the implementation of your policy regarding possession – especially on public property.</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 and procedural awareness</p>	<p>All primary screening should be conducted by non-Law Enforcement security staff and backed up by Law Enforcement.</p>

Bag/Container Checks/Storage		
<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-inch broomsticks for staff to probe inside bags to speed the process • Train staff to conduct these checks 	<p>This protects staff’s hands from cuts, scratches and contaminations.</p>	<p>Clearly post signage concerning checks.</p> <p>Consider use of <u>clear</u> bags to make screening easier and expedite entry.</p> <p>Ensure that staff members responsible for checking bags are properly trained. Using DHS’s “Sports Venue Bag Search Procedures Guide”, document their viewing of “Check It” bag search video.</p>
Runner/Patron Screening		
<p>1. If pat downs are to be used, extensive training should be provided, including sensitivity training.</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, 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> <ul style="list-style-type: none"> • Ensure calibration 	<p>This is good but training and manpower intensive.</p>	
<p>3. If walk-thru metal detectors are employed, ensure sufficient training, must screen further all alerts. Follow ICS Unified Command structure.</p> <ul style="list-style-type: none"> • Ensure calibration 	<p>This requires training but is less manpower intensive and less intrusive.</p>	<p>These are mobile and can be moved to venues and sites.</p>

SIGNAGE		E/RDP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. The following signage measures should be used during 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 and viewing areas that list prohibited items and identifying acceptable containers <ul style="list-style-type: none"> ○ Ensure clearly visible signage at all pedestrian and vehicular access gates, indicating entrance is conditional upon screening and event policies, also reiterating prohibited items and identifying acceptable containers ○ Ensure signage throughout the course 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 venue and in an emergency may become confused causing vital response time lost.</p>	<p>Multiple methods may be employed - paper, wood, metal, 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

PEOPLE MOVEMENT		CDM
BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Runner Management		
<p>1. Study flow patterns of your venue/course, over the time of the race, to identify and understand manageable methods of runners moving in specific patterns of flow and better control at the starting/finish lines.</p> <ul style="list-style-type: none"> • Also analyze runner/spectator interaction, particularly at the finish line • Also analyze runner arrival times, how they arrive, what they bring and who they bring 	<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>
Crowd Movement		
<p>1. Study flow patterns of your venue/course, over time of race, (start/finish line, viewing areas, and route) to identify manageable methods for encouraging spectators 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.</p> <p>During course design include consideration to allow for easy ingress and egress of the course</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>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Runners/Spectators Behavior and Control		
<p>1. Establish, communicate and enforce a Code of Conduct (rules of acceptable and unacceptable behavior).</p> <ul style="list-style-type: none"> • These should be applicable to participants, staff/volunteers, spectators and media 	<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.</p> <p>Be fair and consistent across the board when enforcing code/policy violations.</p>
<p>2. Advertise and enforce sanctions for inappropriate behavior.</p>	<p>Lack of awareness as to what is acceptable and what is not.</p>	<p>Communicate prior to and during the event.</p>
<p>3. Work between different cities/events to develop a common Code of Conduct.</p>	<p>Consistency among events</p>	
COURSE MODIFICATION/ROUTE CHANGE		CDM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Develop a Course Modification/Route Change Plan as part of your EAP.</p>	<p>Anticipate changes that may be required.</p>	<p>This will be developed by race Operations with public safety support.</p>

		<p>This is a very important component.</p> <p>SEE EAP</p>
<p>2. Follow the Course Modification/Route Change Plan in your EAP.</p> <ul style="list-style-type: none"> • Define plan for as many possible threats/adverse weather /hazardous conditions that could cause these actions • Pre-define various pre-measured by-pass routes • Ensure staff is familiar and trained with the plan 		<p>If rapid rerouting occurs, it may be necessary for first half runners to stay on the original course to prevent them from straying into a dangerous area, then reroute remaining runners.</p>
<p>3. Provide effective communication capabilities to notify all participants, spectators, spotters, staff, and volunteers of these actions.</p> <ul style="list-style-type: none"> • Use pre-scripted messages • Ensure messages are disseminated to all course marshals, medical tents and water stations • Make sure the same is true for race resumption 	<p>Important to success</p>	<p>Utilize redundant capabilities – Pace vehicle message boards, PA, Radio, TV, text, social media, and message boards at water/medical stations along route.</p>
<p>TEMPORARY RACE SUSPENSION/DELAY CDM</p>		
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Follow the Delay/Suspension Plan in your EAP.</p>		<p>See EAP</p>

<ul style="list-style-type: none"> • Define and plan for as many possible threats/ adverse weather /hazardous conditions that could cause one of these actions • Ensure staff is familiar and trained with the plan • During a suspension runners may be required to stop and remain on course, or runners and spectators may be required to move to a staging area for pick-up or evacuate the course or seek sheltering 		<p>Due to large number of volunteers, this may have to occur before event start on Race Day. It is suggested that you bring supervisor’s (if volunteer) in the day before for training.</p> <p>This info can also be included in Post Orders.</p>
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CANCELLATION **CDM**

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Have a cancellation plan:</p> <ul style="list-style-type: none"> • Have a decision process in place • Have a written communications plan to notify: Public Safety, race staff, participants and spectators • Make sure you have transportation resources in place before canceling 	<p>Pre-event race cancellation causes include (but are not limited to) weather, threat to public safety, hazardous conditions and circumstances beyond race control.</p>	<p>Timing and notification are critical factors to avoid confusion.</p>

EVACUATION/SHELTERING **CDM**

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Follow the Evacuation/Sheltering Plan in your EAP.</p> <ul style="list-style-type: none"> • Take into account vast numbers at large events, considering both runners and spectators 	<p>Life safety under all conditions is first and foremost.</p>	<p>See EAP Section</p> <p>This will be primarily developed by Public Safety with Event Operation support.</p>

<ul style="list-style-type: none"> • Pre-define your locations for evacuation/sheltering before event • Exercise the plan 		<p>Simulations offer a tremendous advantage in planning evacuation/sheltering – NCS4’s SportEvac offers this benefit.</p> <p>Size of event will define complexity.</p>
<p>2. Prior to initiating an evacuation, take into consideration the inherent risks with an evacuation.</p> <p>* Sometimes the best course of action is NOT to evacuate, or to partially evacuate, and sometimes shelter or relocation is the best course</p>	<p>Decision-making strategies.</p>	<p>Based upon a people management analysis, identify sheltering along the entire course and at the start/finish/viewing areas.</p>
<p>3. Pre-define who has the authority and will make the decision to relocate along with how it will be communicated.</p> <ul style="list-style-type: none"> • Develop a decision tree 	<p>Consideration of all inputs and all-hazards.</p> <p>Reduce confusion.</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 surrounding area and structures, the size, distribution and condition of the spectators, participants, the hazard involved, and the anticipated response to that hazard.</p> <p>Plan, train and exercise.</p> <p>See EAP</p>

COMMUNICATION			CDM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>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.</p>	Getting the message out using all means.	Communication may take many forms - signage (posted non-electronic and electronic), public address, radio, social media, flag system and in person – you should leverage all forms.	
<p>2. Use multiple communications channels, considering your target audience to obtain and provide information.</p>	Broadest coverage	Consider public safety communication capabilities, commercial radios, landlines, cellular, HAM radios, JumboTrons, flag system, broadcast media, social media and PA systems.	
ACCESS CONTROL			CDM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. All open access points to controlled areas should be staffed and only authorized, credentialed and screened individuals permitted to enter.</p>	Establish control.	This should occur regardless of event size.	
<p>2. Establish and use a credential processes and policies to assist in controlling access to the event.</p>			
<p>3. Utilize color coded ticket/credential boards at all entry points to assist patrons and staff for clarity, reducing confusion.</p>	Clarify who may enter, where they may enter and for what purpose.		

<p>4. Secure the following areas from unauthorized access and post staff to check credentials:</p> <ul style="list-style-type: none"> • Start/finish Line • Viewing stands • Medical tents • Concessions/water points • Storage/utilities • Course surface (to extent possible) • Race Control • VIP tents • UJOC 		
<p>5. Utilize marquees, public address systems, website, social media, electronic message boards and printed literature/guide books to communicate to the participants/spectators entering the event 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.</p>	<p>Communicate expectations.</p>
<p>No Re-Entry Policy</p>		
<p>1. Establish a Re-Entry/No Re-Entry Policy and implementation procedures.</p> <ul style="list-style-type: none"> • Possible exception is medication and child care 	<p>Many issues are created by re-entry.</p>	<p>This is going to vary across various events based upon size, viewing stands, start/finish lines. This is meant to apply to your controlled access areas.</p> <p>Re-entry policy should be posted in clear view.</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 “didn’t know.”</p>
<p>2. The best practice and most logical policy is no re-entry.</p>	<p>This prevents many issues.</p>	<p>Possible exception would be medical, but still must be screened.</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 unchallenged to bleachers/stands along route or at finish line.</p>	<p>If not prevented, this becomes your weakest link in security, which could result in trouble makers entering and prohibited items being brought in.</p>	<p>This policy should be posted and enforced if applicable.</p>
<p>ENTRANCE SCREENING</p>		<p>CDM</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Established policy to refuse entry into the venue to anyone who declines his/her person or possessions being screened/searched, prior to entry into secure/controlled areas.</p> <ul style="list-style-type: none"> • Train personnel to be respectful of persons and possessions 	<p>Safety</p>	<p>This will be established primarily by Race Operations supported by Law Enforcement. 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 (i.e. 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, flammable liquids, fireworks, tents/lean-tos, chairs, sleeping bags, blankets, glass containers, and suitcases • Post a list of prohibited items in parking lots, transit points, and entrances to event 	<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, credential forms.</p>
<p>3. Develop a procedure in conjunction with law enforcement to address handling of dangerous prohibited items.</p> <ul style="list-style-type: none"> • Do not let patrons discard items at entry/check points 	<p>This will prevent confusion at the gate if an item is discovered.</p>	<p>Have law enforcement presence to address the issue (not for screening).</p>
<p>4. Post signs near all entrances clearly stating that no firearms or weapons are allowed in the event.</p> <ul style="list-style-type: none"> • Push signage out as close to parking areas, to keep items in their vehicles 		<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>		

Personal Screening		
<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 of everyone (participants, spectators, workers/volunteers and sponsors), at least visually without exception 	<p>To prevent prohibited items from being brought into the venue.</p>	<p>Screening practices:</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 require some fine tuning • The appearance of a professional and efficient screening operation is also an effective deterrent • Screenings should be done by non-sworn security personnel with LEO's as a back-up/support mechanism <p>TEEX offers basic security operations training; access control, personnel, baggage, and vehicle screening.</p>
<p>2. Base your screening process and implementation upon local law, policy, threat/risk assessment (risk level you are willing to accept), current intelligence, past event history, length of event, situational awareness of the specific event and current world climate.</p>		<p>Screenings in some form or fashion should be conducted at all events. Increased higher levels of screening can be done on an event by event basis, based on current intel, past history, known issues, VIP attendees, etc.</p> <p>Both NCS4 and TEEX offer training in risk assessment/risk management.</p>

<p>3. Develop procedures and training for whatever level(s) of screening you adopt.</p> <ul style="list-style-type: none"> • Have male employees search male patrons and female employees search female patrons • Develop procedures and training for screening of small children and disabled patrons 	<p>Help avoid complaints and litigation.</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 staff to be able to heighten personal screening/searches in case security conditions change.</p>	<p>Respond to elevated threat levels.</p>	
<p>5. If metal detectors are used, visually inspect/pat down whatever activates the detector without exception.</p>	<p>Terrorists/adversaries observe staff behavior.</p>	
<p>6. If metal detectors are used, calibrate them before each use and document it.</p>		
<p>7. Consider person scanning with vapor wake dogs, if elevated threat.</p>	<p>Body worn explosives detection.</p>	<p>Vapor Wake Dogs can work much longer because they “sample the air” behind people. They are NOT looking for static objects.</p>

Possessions Screening		
<p>1. Inspect ALL possessions, items, and/or containers being brought into the venue, if you allow items.</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 expedite the entry process.</p> <p>Consider using clear bags for easier examination and to expedite entry.</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 (like those found in airports) as an alternative to have available, instead of emptying contents onto a tabletop. This process is already socially acceptable and will speed the entry process. It also reduces the possibility for patrons to lose/drop property during inspection.</p>
<p>3. 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. They also serve 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 • Provide 12 inch wooden dowels for screeners to use as a probe • Provide screeners with rubber/latex gloves • Document training and all injuries to staff and/or patrons 	<p>These things can prevent injuries and disease transfer to staff.</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>Make sure you have appropriate signage to reflect 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 do not have them and enforce that attendees not dispose items near entrances. 	<p>These items are often discarded around the entrance.</p> <p>Trash receptacles have the potential to become containers for IEDs.</p>	<p>Unless it is a weapon or illegal drug, LEO's should not control, store or dispose of items taken or disposed of at entry points. Non-LE security staff and/or event personnel should be responsible for these items unless they are evidence.</p>
<p>TICKETING/CREDENTIALING</p>		<p>CDM</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>Design and Implementation</p>		
<p>1. Develop standardized ticket and/or credential policies, procedures at senior event management level, with input from Law Enforcement.</p>	<p>Control access to approved individuals (runners, media, staff, sponsors, VIPS) to specific events and areas during specific times.</p>	<p>This is a Race Operations function.</p> <p>Regardless of size, this is an effective practice and you should use ticket and/or credentials.</p>
<p>2. Consolidate credential management under one central authority with Event Management 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 a date of expiration.</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>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>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 can confuse the recipient as well as staff.</p>	<p>Ensure the credentials are designed to visually identifying specific access/ function.</p>
<p>8. The design and color of credentials must be substantially different from those used in the prior events/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, runners, public safety, medical, approved media and sponsors.</p> <ul style="list-style-type: none"> • All requests for credentials from the media and sponsors should be in writing • Media and sponsors 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>If possible use an online credential registration capability and require a photo ID when picking up credential /ticket.</p>
<p>10. Require credential holders to pick up their access pass in person with proper photo ID.</p>		
<p>11. Credentials should be worn at all times and clearly displayed.</p>		
<p>12. Conduct testing of access and credential system as well as 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, and volunteers prior to issuance of their credentials.</p>		<p>NCS4 offers a cost effective certification program, comprised of a background screening and security awareness training.</p> <p>You could require some or all of these individuals to apply and pay for this screening.</p>

Training		
<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.</p>	

Topical Area: Emergency Action Planning

PLANNING		EAP
<u>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 race 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 (they will have to write or contribute for most component areas) • 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 will primarily be written by Public Safety with Event Operations support.</p> <p>This is scalable based upon your event size and complexity (multiple jurisdictions), but driven by an effective risk/vulnerability assessment.</p> <p>Most of the plan components (developed/written) can be used for each event’s plan The local and state agencies (who will be responding to your incidents) along with the FBI and DHS Protective Security Advisors are a tremendous resource and absolutely essential for large events.</p>

<p>2. EAP should address all event/race day threats and potential emergency issues 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. First Aid 29 CFR1910.151 e. NCS4 – AWR-167 Sport Event Risk Management f. NCS4 – MGT-404 Sport and Special Event Incident Management g. NFPA 1600 h. NIMS 100-800 i. Other event EAPs j. State Fire Codes
<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>This should be in electronic format.</p>
<p>4. Create a plan for staffing according to the particular event and the assessed threat.</p>		
<p>5. Ensure plans are protected from unauthorized disclosure.</p>		

EXECUTIVE TEAM		EAP
<u>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 federal, state and local – law enforcement, fire, medical, health service, and emergency management, and all key event/race management/staff as appropriate for your event.</p>	<p>Provides organization, reduces confusion, duplicity and establishes accountability.</p>	<p>This can be scaled based upon event size, geography and local environment.</p> <p>Should be based upon your Risk/Threat Assessment.</p>
<p>2. Have ESSC establish Specialized Management Coordination Components (SMCC) through the committee process.</p>	<p>Affixes responsibility with expertise.</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 	<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>

<ul style="list-style-type: none"> • Public Information/Media Relations • Rapid Investigative Response/Tactical Response • Traffic Control • Unified Joint Operations Center d. Dignitary Protection e. Emergency Management • INCIDENT RESPONSE PLANS <ul style="list-style-type: none"> a. Active Shooter b. Adverse Weather c. Aviation Accident d. Bomb Threat/Suspicious Package/Bombing e. Course Disruptions f. Cyber Intrusion/Attack g. Demonstrations/Civil Disturbance/Riots h. Earthquake (if applicable) i. EMS/Medical j. Evacuation/Sheltering/Suspension/Route Modification//Reunification k. Fatality l. Fire and Rescue m. Hazardous Materials Release n. Infrastructure Failure o. Marine (if applicable) p. Mass Casualty q. Public Transportation Incidents r. Structural Collapse s. Terrorism t. Weapons of Mass Destruction 	<p>Specific plans</p>	
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EMERGENCY PLANNING, RESPONSE, OBJECTIVES, MISSIONS, AND RESPONSIBILITIES			EAP
<u>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 an organized structure and response procedures should an emergency/critical incident/issue occur and delineating roles and responsibilities.</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 event personnel and government authorities to promote an effective response and resolution.</p>			
COMMAND and CONTROL			EAP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<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.</p> <p>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 in the plan.</p>		<p>You can pre-designate who will be the IC 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 responsibilities of the various public agencies and the race organization decision makers.</p>	<p>Clear lines of roles and responsibilities.</p>	<p>This should occur regardless of event size. Ideally, you would have annual major planning/reviewing meetings with all parties to address your event's entire plan. Then, as needed, to modify/changes to the plans and again just prior to the event to ensure everyone is ready.</p>
<p>NIMS/ICS</p>		
<p>1. All senior event staff should be trained in, and during incidents, to operate under NIMS/ICS with their public safety counterparts.</p>	<p>A mandated system for operating crisis incidents across multiple jurisdictional levels and organizations.</p>	<p>Training is available through DHS/FEMA and NCS4/TEEX 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 Command/Ops Center to line operations for both Public Safety and Event Operations.</p>	<p>Communications is one of the most important, yet least attended, issues that arise during an event.</p>	<p>This is clearly scalable based upon the size of your operation. 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/MACC through a convergence of all communications with capabilities for all entities (i.e. voice, data, video, PA systems and digital message boards).</p>	<p>Interoperability is very important.</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 the 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 	<p>Reliability of communication capability overall and in a high noise environment.</p>	
<p>5. Ensure that you do not rely upon any single method/system of communicating for operational or emergency communications.</p>	<p>Technology dependency and reliability under stress.</p>	<p>Always have a back-up even if it is dispatching a person to relay information.</p> <p>For large scale events, consider bringing in cellular providers that supplements existing cellular infrastructure at the venue to accommodate large crowd use of cellular resources.</p>

		First responders, consider the GETS and/or WPS program offered through the federal government to get priority phone service during an emergency.
<p>6. Have megaphones (PA's) available as backup for crowd control.</p> <ul style="list-style-type: none"> • Also use first responder vehicle PA's for emergency communications 	Preparing for the unexpected.	Pre-stage PA's at start/finish lines, water stations and medical tents.
<p>7. Develop audio and video scripts for all types of incidents with specific emergency announcement broadcasts.</p>	Avoid crisis confusion.	Consider all forms of media. Have these scripts in the appropriate hands to save critical time.
Public Information/Media Relations		
<p>1. Designate and authorize a unified 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 Race Ops and all jurisdictions 	Preplanning and deciding who will handle media/information reduces what will be a very chaotic environment during an incident/crisis.	<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>

<ul style="list-style-type: none"> ○ 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>2. Develop policies and procedures to advise the media and general public of the situation to defuse rumors and panic.</p> <ul style="list-style-type: none"> ● Should set up a media briefing area away from the UJOC to deliver media briefings 	<p>Avoid confusion and the appearance of un-informed chaotic reporting.</p>	<p>This should be a team effort.</p> <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> <ul style="list-style-type: none"> ● Include a way to inform family members of status and location of race participants and staff/volunteers 		<p>See EVENT/RACE 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 runner 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>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>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>		<p>All states, counties and major cities have an Emergency Management Director with Emergency Management 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>

<ul style="list-style-type: none"> Engage your city/county EM Director in your event planning 		
<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 Law Enforcement and Event Ops, because of their notoriety and possible protective detail (often armed) they present unique challenges whether as a runner 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>Requires additional protection and coordination</p>	<p>If this is a requirement for your event, designate a coordinator.</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 	<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>Makeup of the UJOC depends on the scope of your events and the number of different jurisdictions.</p>

<ul style="list-style-type: none"> • Goals: <ul style="list-style-type: none"> ○ Common operating picture, provide timely and accurate situational awareness for event and 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>Event Operations/Race control will likely be in a separate facility, but must have a leadership representative with decision power in the UJOC.</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> <ul style="list-style-type: none"> • UJOC will maintain a cross-reference of all authorities and references (laws, regulations and decisions). 		<p>UJOC tends to be more agency encompassing and inclusive of all relevant organizations.</p>
<p>3. UJOC should be located outside the course and designated as the primary overall operations center. It is important to have a CCTV view of the entire course (to the extent possible) as well as views via CCTV cameras of other locations/ businesses in and surrounding the course with pan, tilt, and/or zoom.</p>	<p>UJOC inside the course 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>Communications capabilities should include outside landlines, cellular, internal phones, data and direct lines/radio contact with Law Enforcement, Fire, EMS and key race officials.</p>	<p>Communications convergence</p>	<p>Centralization of communications (voice, data, video and audio).</p>
<p>4. Use an Information Management System (IMS) to document/log all information associated with operation of the event and any incident response.</p>	<p>Efficient operations and records maintenance</p>	<p>FBI Law Enforcement Online (LEO) offers a Virtual Command Center (VCC) for event use.</p>
<p>• Race Observation Posts (ROP)</p>		
<p>1. ROP's are important for both operations and observation along the course. They provide a direct view of a segment of the course. ROP communications capabilities may include an outside land line, cellphones, as well as data and radio contact for Law Enforcement, Fire, EMS and key race officials.</p> <ul style="list-style-type: none"> • This allows for rapid operational response for incidents and course delays, redirection or evacuation/sheltering 	<p>Puts direct eyes on segments of the course with individual(s) capable of tasking.</p> <p>You need eyes and ears that give you the greatest possible coverage of your course and surrounding areas. Human observation posts augment your camera coverage and are real-time actors.</p>	<p>Whenever possible, you want Law Enforcement/retired LE or people who have been trained observers that have that sixth sense to recognize the out of norm/ordinary as well as Race Marshals in ROPs.</p> <p>For events that run through multiple jurisdictions, you could have a ROP in each jurisdiction reporting back to the UJOC.</p>
<p>2. Depending upon your event and intel, you may have any number of ROP's as necessary to afford you visibility, control and feedback from various areas along your event/course with direct connectivity to the UJOC.</p>		

• Local Jurisdictions Operation Centers (LJOCs)		
<p>1. Coordination of response along the course may best be facilitated by having operations centers in each local jurisdiction, but remaining under the overall operational control of the UJOC.</p> <ul style="list-style-type: none"> • Will report and keep UJOC aware of all information and issues that may impact the event in their area of operations • Will receive and carry out response actions as requested from the UJOC 	<p>The course for many events runs thru multiple local jurisdictions.</p>	<p>This is optional, but may best facilitate a better operational flow.</p>
• Emergency Operations Center (EOC)		
<p>1. Designate a city/county facility to serve as backup/support for the UJOC. Should the UJOC become nonfunctional or a major incident unrelated to the race, the designated location would assume the UJOC role.</p>	<p>Backups are prudent preparation.</p>	<p>Once again there needs to be partnerships/collaboration.</p> <p>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 GIS/CAD of area/aerial maps, utilities, photographs and diagrams for planning and implementation strategies.</p>	<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 Information Systems on the market that contain modules to enter/maintain/recall these for use and transmission to public safety units.</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, reception centers • Emergency vehicle staging areas • Evacuation assembly points • Hazardous material storage • Life safety equipment (first aid, AEDs, fire alarm manual pull stations) • Medical tents • Rail lines • Reunification Center(s) • Start/Finish lines • Traffic lights • Utilities locations (and shut-offs) • Water stations 		<p>FBI Law Enforcement Online (LEO) offers a free event management system online called the Virtual Command Center (VCC).</p>
<p>2. Make sure that copies, digital or paper, are maintained in the UJOC and are reviewed and updated during planning sessions.</p>		
<p>3. All things should be logged and documented.</p>		
<p>Traffic Control</p>		
<p>1. This is a significant component so develop a detailed plan for vehicular flow into and out of your course/event, 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>With Public Safety/DOT, define and agree upon the event traffic perimeter, alternate flow and area of responsibility, street closings and oversight in the planning process.</p>

		<p>The larger the event and the longer the course, the more complex the plan and the more important coordination becomes.</p>
<p>EOD/WMD/CBRN/Bomb Dogs</p>		
<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 • Suspicious packages/items – render safe • Bombing/explosion • WMD (chemical, biological, radiological, nuclear) 		<p>Major cities/counties in the US have these SMEs on staff, others rely upon the FBI, BATF, state units and the military for support.</p>
<p>Rapid Investigative and Tactical Response Teams</p>		
<p>1. Ensure you have sufficient specialty resources for investigation and tactical teams strategically located to respond to any incident as required.</p> <ul style="list-style-type: none"> • Due to the length of the course, you should divide the route into sectors to facilitate the pre-positioning, coordination and rapid response of your investigative and tactical teams into these sectors • 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 		<p>Larger events, in large urban centers would definitely require this approach and resources should be available. Consider assigning representatives of the EOD/WMD/CBRN/Bomb Dogs Team.</p> <p>Smaller events in smaller cities or more rural areas may be able to respond with roving teams.</p>

INCIDENT RESPONSE PLANS		EAP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. EAP needs to include written response modules/plans for dealing with each area below, designating the Incident Commander for each.</p>		
Fire and Rescue		
<p>1. Plans should address fire response anywhere along the route and consider staging equipment in key locations, particularly do to the length of the course and considering business, hazardous material, etc., along the route.</p> <ul style="list-style-type: none"> • Make sure they all understand the various incident plans and where their response may be required 		
EMS/Medical		
<p>1. Due to the nature of the event, many additional medical resources will be available on site and strategically located.</p> <ul style="list-style-type: none"> • Make sure they all understand the various incident plans including where their response will be required 		

Terrorism		
<p>1. In today’s world, we must be alert for and develop both preventive measures and response capabilities in the event 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>Local Law Enforcement should coordinate with FBI for terrorism threat info and response.</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 Adverse Weather Plan should provide guidance, establish procedures, precautions and assign responsibilities in all 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 winds, 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, hail 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>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>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"> • Use course flag system - consider yellow/red • Through Emergency Notification System, make appropriate notifications/announcements • 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) 		

<ul style="list-style-type: none"> • 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 issuing clothing bags to runners for cold weather conditions that can be picked up at the start line and dropped off at the finish line • Pre-stage buses as warming stations (before, during and after) 		
<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>These plans will require close coordination between Race Operations and Public Safety, DOT and Utilities.</p>
<p>Water Main Break</p>		
<p>1. Plan to have personnel from the Water Agency/ Company onsite with direct communication and ready to respond.</p> <ul style="list-style-type: none"> • Have a response and recovery plan in place 		

Gas Leak		
<p>1. Plan to have personnel from the Gas Agency/ Company onsite 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 onsite with direct communication and ready to respond.</p> <ul style="list-style-type: none"> • Have a response and recovery plan in place 		
Street Collapse		
<p>1. Plan to have personnel from Public Works/Street Department or Construction Company on stand-by with direct communication and ready to respond.</p> <ul style="list-style-type: none"> • Have a response and recovery plan in place 		
Unsafe Bridge Structure		
<p>1. Plan to have personnel from Public Works/Street Department or Construction Company on stand-by with direct communication and ready to respond.</p> <ul style="list-style-type: none"> • Have a response and recovery plan in place 		

Electrical Power Outage		
<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 • Ensure Race and Public Safety systems are on generator or UPS 	<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. UJOC and Race Control 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 • Pre-establish emergency contacts with your local power utility for coordination and rapid response of their resources – when possible have crews onsite 		<p>If the venue is WIFI/NFC/RFID equipped, it should be included on emergency power since it is widely used today for critical communication and tracking.</p>
<p>3. Have pre-written announcements for power outages that are broadcast via PA and social media.</p> <ul style="list-style-type: none"> • Take into consideration no power 		

Active Shooter		
<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) along the course are essential • Have response teams positioned along the route • Planning and response are complicated by the length of the course 		<p>FBI and DHS offer programs to help events develop plans.</p> <p>Intel is important.</p> <p>Collaborate, coordinate and train with all surrounding agencies that may potentially respond.</p>
Aviation Incident		
<p>1. Plan should address an aviation accident, attack or nuisance to include UAV/UASs.</p> <ul style="list-style-type: none"> • Larger races 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, attacks or nuisance or photographer</p>	<p>The FBI and the NTSB will always be in charge of the 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</p>	<p>Protect systems that have operations and control over various aspects of the event.</p>	<p>Many components of today’s events are operated via cyber programs that control the components (i.e. registration, information management,</p>

<p>requirements for any hardware or software to be procured and installed for use at and by the 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 require the regular resetting of passwords • Immediately cancel access for terminated employees/volunteers • Implement data loss prevention programs 		<p>lighting, scoring/timing, runner management, 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>3. Ensure personal devices connect to event systems - do so only under clearly defined and secured processes.</p>		
<p>4. Keep an accurate and current inventory of all event owned IT devices and users.</p>		
<p>5. Define security requirements for third-party vendors or other non-event 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’s information technology systems.</p>		
<p>Marine (If Applicable)</p>		
<p>1. If your event is water accessible, have a marine patrol and life safety response capability to address criminal/terrorist incidents, accidents and/or “boat-gating.”</p>	<p>Boats of various sizes can be used to deliver attacks. 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, response of local law enforcement 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 of event sponsor’s 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. Know sponsor issues/history that might indicate demonstrations against them.</p>
<p>2. The plan should address throwing objects on the racing surface and at runners.</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 or buildings along the route.</p>		<p>The cause of the collapse could be accidental or intentional, so may be associated with a precipitating incident - also covered in the EAP Also, consider that it may be a crime scene This is more relevant for urban vs. rural events.</p>
<p>2. Consider construction materials used in the temporary 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 event specific needs and layout to address mass casualty/fatalities.</p> <ul style="list-style-type: none"> • Many of your medical resources will already be onsite, but 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 event is within an earthquake zone, 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 will 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 along your course as well as public transportation.</p>		
Evacuation/Relocation/Shelter-In-Place		
<p>1. Develop an effective detailed written evacuation/sheltering plan for course, start/finish line, and viewing areas 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 • Determine least invasive and most effective method to evacuate persons from potentially dangerous conditions 	<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 events (different length courses) within the same venue 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>

<ul style="list-style-type: none"> • Develop partial and full course options • Identify evacuation/shelter reception centers along the entire course based upon participant/spectator numbers for all-hazards sheltering • Include a traffic management plan for evacuation • Ensure Event staff and Public Safety is familiar and trained on the plan • Pre-scripted messages should be prepared and used for all contingencies • Understand to where people will evacuate 		
<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"> • Must take into account two major groups that fluctuate over time along the entire course – participants and spectators 		<p>Evacuation planning should be based on a risk assessment that takes time, distance and size of group(s) into account.</p>
<p>3. Approach an evacuation by first assessing the potential hazards created by the contributing incident. Then recognize and understand the inherent strengths and weaknesses of the event’s infrastructure and available resources, then leverages them.</p>		<p>Depending upon the size of the event and number of runners/spectators, this can be a massive undertaking that requires extensive planning and training.</p> <p>Evacuation/Sheltering procedures are further complicated by the length of the course.</p>
<p>4. 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>		<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,</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>the size, distribution and condition of the spectators, participants, the hazard involved, and the anticipated response to that hazard.</p>
<p>5. 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 (thunderstorms, lightning, hail, tornados, ice, flooding, hazardous chemical release) along with the total number of individuals each area can safely accommodate 	<p>Foreknowledge allows for better understanding of potential outcomes.</p>	<p>These all should be included in your plan for each event and is applicable to all size races.</p> <p>This is going to be dependent upon the environment - rural, suburban, or urban and surrounding facilities/structures.</p>
<p>6. During events, ensure egress points have personnel posted to control and expedite evacuation or sheltering movement.</p>		
<p>7. Conduct pre-event video presentations that include the venue evacuation plans.</p> <ul style="list-style-type: none"> • This is also critical for training race staff and Public Safety 		

<p>8. 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>Course Disruption (Delay/Suspension/Route Modification/Cancellation)</p>		
<p>1. Must communicate with runners and spectators about actions they should be aware of in response to course disruption issues (evacuate, stop/stay on course, follow alternate route/cancellation); therefore, there must be a detailed plan for each type of disruption with a course of action. All staff members need to be trained and understand their role.</p> <ul style="list-style-type: none"> • Use all forms of communication to notify people of a course disruption and the action you wish people to take 	<p>Details how you will carry-out the following tasks:</p> <ul style="list-style-type: none"> • Course modification, either immediately before or during the race • Temporary suspension or cancellation • Opening, staffing, supplying and demobilizing reception centers • Evacuating runners to sheltering/ reception centers • Activating Family Emergency Reunification Center • Coordinating transportation from reception centers to reunification center 	

<p>2. Disruption Types:</p> <ul style="list-style-type: none"> • Delay • Suspension • Route Modification • Cancellation – pre-event race cancellation causes may include adverse weather, a threat to public safety, hazardous conditions or circumstances beyond race control <p>For disruptions, have a decision process in place and written communications plan to notify Public Safety, race staff, participants and spectators.</p>		<p>Pre-planning and training is the key to success.</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, 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>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 pyro if used during the event.</p>		<p>If fireworks or pyro – must have fire resources on-site.</p>
<p>Bomb Threat/Suspicious Items/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 or suspicious package.</p>	<p>By name</p>	<p>FBI, BATF, DHS can assist in developing your plan.</p>
<p>2. Make use of the Unified Command for assessment, decision process and response.</p>		
<p>• Records and Retention</p>		
<p>1. Ensure that all incoming threats, whether telephonic or via other media, are properly recorded and preserved for at least 2 calendar years following the year in which the threat is received.</p>		
<p>• Threat Checklist</p>		
<p>1. Use a 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 		<p>FBI, BATF, and DHS can provide this.</p>

• Threat Assessment		
1. Create a Threat Evaluation Team that can be called upon when threat(s) are received.		FBI, BATF, and DHS can assist with this.
• Pre-Race Sweeps		
1. Create a program to require employees to check (white level search) their own work areas on a daily basis for anything out of the ordinary.		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
2. Establish pre-race sweeps, ideally a few hours before the event and keep controlled until opening – to include CBRN.		Set a timeframe ahead of race for pre-scans/sweeps. This will be dependent upon the length of the course, size of the event, threat intel, and manpower/dogs/equipment. Once sweep is complete, areas must be locked down to the extent possible so you have a sterile point of departure.
• Handling of Suspicious and/or Unattended Items		
1. Determine the need for personal protective equipment for staff (i.e. toxic material detectors, breathing apparatus).		Events will rely on public safety personnel to respond and handle this.
2. Prepare a document on “How to Recognize and Handle a Suspicious Package or Envelope” and familiarize staff.		Follow USPS, DHS, FBI or BATF suspicious mail and package best practices when preparing your “How to” document.

<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 ○ 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>See NCS4 example</p>
<p>3. 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 events' 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>Public Transportation Incidents</p>		
<p>1. Develop a plan to address incidents that may occur involving the various modes of transportation used by your event (bus, train, subway, ferry, trams).</p> <ul style="list-style-type: none"> • Include evacuation/sheltering plans at hubs/terminals/stations 		<p>Closely coordinate with public transportation providers, who will prepare these plans.</p>
<p>Weapons of Mass Destruction (WMD)</p>		
<p>• Chemical, Biological, Radiological, Nuclear</p>		
<p>1. Develop a plan to address the response of resources in the event of a WMD incident.</p>		<p>WMD incidents by their very nature are criminal or terrorist acts and therefore are crime scenes. Also, because of the magnitude of these types incidents, a major Public Safety/Emergency Management response will occur and the FBI will take charge.</p> <p>FBI, DHS can assist in planning.</p>
<p>2. Integrate your plan with the larger public safety/emergency management response plans.</p>		<p>For smaller events it may take longer for specialty units to arrive.</p>

Fatality		
<p>1. Develop a plan to deal with on course and off course fatalities:</p> <ul style="list-style-type: none"> • Accidental • Criminal 		<p>Will you suspend or reroute the race, you may have to if criminal, it will be a crime scene.</p>
BUSINESS CONTINUITY/DISASTER RECOVERY (BC/DR)		EAP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Race Organizers should prepare a BC/DR plan for each event.</p>	<p>Brand protection</p>	<p>Consider using your local DHS Protective Security Advisor and Infrastructure Protection Program to assist.</p>
<p>2. Identify your security and safety needs for continuation and recovery for your event.</p>		
AFTER-ACTION REVIEWS		EAP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. An After-Action Review (AAR) is an important component of the security and safety process.</p>	<p>“Lessons Learned” are important to continuous improvement.</p>	
<p>2. Conduct a review after every event.</p> <ul style="list-style-type: none"> • WHEN - conduct the review as soon as possible after the event, optimally within 48 hours • WHERE - any comfortable, quiet location that can accommodate all key personnel around a table 	<p>Reason is you want to capture the info while it is still fresh in everyone’s mind. This creates a relaxed environment.</p>	

<ul style="list-style-type: none"> • 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 and planning • 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>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>3. After a review is completed, the final AAR should be produced with a list of recommendations – provide a copy to all participating entities.</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>		

Topical Area: Risk and Threat Assessment/Vulnerabilities and Mitigation Planning

ASSESSMENTS		RTAVMP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. A Risk/Threat/Vulnerabilities Analysis is one of the most important elements of a comprehensive safety and security plan.</p> <ul style="list-style-type: none"> Comprehensively assess the risk environment, utilizing an all-hazards approach to identify vulnerabilities, adjust strategies and processes, and develop contingency and continuity 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>Assign 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 - the scaling and probability comes to play in its implementation based upon the assessment.</p>
<p>2. Conduct a Risk/Threat Assessment for potential vulnerabilities surrounding your events based upon information and intelligence collected. Also include a detailed 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 	<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</p>	<p>DHS offers assessment plans and a self-assessment tools specifically for sport events - your local PSA can assist.</p> <p>NCS4 offers several documents that address this and has developed the Sport Risk Assessment Model. This model is meant to be a collaborative effort among all stakeholders.</p> <p>NCS4 also offer Sport Risk Assessment training and will conduct an assessment through SESA</p>

<ul style="list-style-type: none"> • 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 e. Physical - what can result from design/ construction issue of facilities, utilities, tents, start/finish lines or stage f. Regulatory - what incidents or hazards are you regulated to deal with (i.e. OSHA) 	<p>likelihood that a threat will endanger an asset, individual or function.</p> <p>Risk = Consequences X Probability</p> <p>When considering <i>risk</i> remember that rarely do we make mistakes on high frequency tasks because things we do often and tend to do very well. Low frequency tasks are the most problematic, because we don't do them routinely.</p>	<p>TEEX also offers risk assessment courses.</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 event and surrounding area 		<p>For all size events</p>

<ul style="list-style-type: none"> • 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>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. Review security/safety measures and exercise your plans 		
<p>5. Update and disseminate assessments, at least annually, to key leaders.</p>		<p>Use the last assessment as your starting point to update.</p>

ESTABLISH ASSESSMENT TEAM		RTAVMP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a “Risk Assessment/Crisis Management Team” consisting of:</p> <ul style="list-style-type: none"> • Local/State/Federal (as appropriate) law enforcement • Fire department(s) • EMS and emergency management • Race stakeholders, including operations, facilities, technology and communications equipment staff – if event is multi-jurisdictional, include representatives from all jurisdictions 	<p>Team approach is essential.</p> <p>Lack of anticipation Preparation</p> <p>Understanding that the course for many events runs through multiple jurisdictions.</p>	<p>This is a TEAM effort of both Public Safety and Race Operations, recognizing that Law Enforcement/Emergency Management may have expertise to lead this effort; or consider hiring a consulting team.</p> <p>NCS4 Risk Assessment Class</p> <p>Ensure if multiple jurisdictions, that they are all included.</p>
<p>2. Have this team conduct the assessment and prepare a written report to be used for event planning.</p>	<p>Must be documented to address issues.</p>	<p>All key leaders should have a copy and review the report.</p>
CRITICAL ASSETS		RTAVMP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Develop a comprehensive profile including detailed lists of key locations and critical assets with detailed maps/blueprints of each level showing the course, ingress and egress, start/finish lines location of communication equipment, medical tents, parking areas, transportation/traffic flow and areas along the course.</p>	<p>During a crisis it is too late to scramble together profile information and specific maps/blueprints/diagrams/data.</p>	<p>Key leaders/designees should have a working knowledge of their areas of responsibility in the assessment.</p>

CREATE CHECKLISTS		RTAVMP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. For completeness and consistency of the team, create checklists within each area to be used during assessments.</p>	<p>Too vast to remember.</p>	<p>Checklists provide a platform upon which to build.</p>
DEVELOP RISK MITIGATION OPTIONS		RTAVMP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Once risks/threats and vulnerabilities are identified and understood, develop a mitigation plan to address each of those considered unacceptable or of concern/needing attention.</p>	<p>Deal with risks and threats.</p>	<p>NCS4’s SESA helps you to effectively identify and address your threats/vulnerabilities.</p>
THREAT RESPONSE PROTOCOL		RTAVMP
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a Threat Response protocol for risks/threats/vulnerabilities identified that need to be addressed prior to the event and for all potential incidents for event day and non-event day occurrences. Include these in your EAP.</p> <ul style="list-style-type: none"> • Develop decision trees for each incident type 		<p>See Incident Response categories in EAP section.</p>

Topical Area: Staff Performance/Development/Training/Certification

RECRUITMENT and RETENTION OF PERSONNEL		SPDTC
BEST PRACTICE	ISSUE ADDRESSED	IMPLEMENTATION
Staff Positions		
<p>1. 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 • 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>Because all your employees will have some effect on safety or security, whether that is your main function/role or not.</p>	<p>Most of these practices are applicable to both employees and volunteers.</p>
<p>2. Some information to collect from applicants:</p> <ul style="list-style-type: none"> • Name • Age (Full Date of Birth) • Social Security Number • Physical Limitations • How will you get to the race • Shirt size • Contact Information and next of kin 	<p>All employees will need background screening.</p>	<p>This information is considered Personal Identifying Information (PII) and thus must be protected from disclosure.</p>

<ul style="list-style-type: none"> • Have you ever been convicted for a felony? (firearms, drugs, child-related) • Special skills (certification) • Stand-alone age requirements <ul style="list-style-type: none"> ○ 18 to stand alone ○ 13 - 17 with a guardian 		
<p>3. Personnel that are properly screened, trained, and equipped constitute the primary element of a successful security and safety program.</p>	<p>Failure to implement this is the biggest threat to successful protection of your patrons and negative litigation against your event.</p>	<p>This must be done, but is scalable based upon your event size, but driven by an effective risk/vulnerability assessment.</p>
<p>4. Provide appropriate/sufficient staffing levels for all events based upon anticipated attendance numbers, the type of event, length, history, intelligence and recognized risks/threats to address overall event(s) and all-hazards.</p>	<p>Sufficient coverage for event</p>	<p>A major factor in “appropriate” staffing levels will be based upon event type and history, intelligence, length, weather, and risk factors unique to the event and should be defensible if things go wrong.</p> <p>This should be based upon and part of your risk assessment.</p> <p>Many, if not most, staffing may be volunteers, so understanding their roles and responsibilities will be your greatest challenge.</p>
<p>5. Find creative ways to establish a cadre of security and safety personnel that can be used through multiple events/seasons.</p>	<p>Addresses high turnover. Easier to train and maintain</p>	<p>Contracting is one possibility, so are volunteers, etc.</p>

<ul style="list-style-type: none"> • Get people from other successful events • Develop a cadre of staff/volunteers that work your events over multiple seasons 	<p>Much more cost effective from a training/consistency standpoint</p>	<p>Look at community/service groups: clubs (Lyons, Elk, and Kiwanis), church groups, college fraternities/ sororities.</p> <p>* If near a military facility, consider soldiers as staff/volunteers</p> <p>Select – Train – Test – Deploy</p>
<p>Public Safety</p>		
<p>1. Public safety and security is the most important aspect of any event. In order for this to happen, you must have a <u>good relationship with Public Safety entities</u> (Police, Fire, EMS, and Emergency Management).</p> <ul style="list-style-type: none"> • Establish a collaborative working relationship with the heads of these agencies • Work with them to educate their personnel on your event 	<p>Building collaborative relationships prior to the event.</p>	<p>Consider hosting a planning breakfast or lunch, inviting your public safety partners.</p>
<p>Volunteers</p>		
<p>1. 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) 	<p>Coordination of volunteer staff.</p>	<p>Establish a communication link for volunteers – Email, website, Facebook, LinkedIn, etc. to recruit and push information and training to these individuals.</p>

<ul style="list-style-type: none"> ○ Plan for attrition (example – 15%), continue to monitor performance and adjust ○ Establish volunteer communications – both directions ○ Create a Volunteer application process ○ Survey volunteers for special skills <ul style="list-style-type: none"> • Languages, EMT/CPR certifications, volunteer event experience • Law Enforcement /Military/First Responder experience 		
<p>2. Watch language that is used in volunteer position descriptions or application process.</p> <ul style="list-style-type: none"> • Try to not have volunteers do the same job as a paid employees 	<p>Potential for litigation forcing pay</p>	
<p>3. Best time for a volunteer’s review is as close after the race as possible, while their performance is fresh in supervisors mind.</p> <ul style="list-style-type: none"> • Keep the evaluation simple and short 		<p>Use these evaluations to assess whether or not you will use these individuals next event.</p>
<p>4. Create a Volunteer Handbook - keep it as brief as possible and include pictures (short and simple), both written and virtual.</p> <ul style="list-style-type: none"> • You can lose people’s interest and overwhelm they if there is too much information • Update this after each event 		

Succession Planning		
<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:</p> <ul style="list-style-type: none"> • 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). • Have group leaders update their information every year (who their contacts are, what businesses do they deal with, etc...). 	<p>Give new personnel the ability to succeed.</p>	<p>This is mostly important for key individuals and supervisors, especially for larger events.</p>

TRAINING OF PERSONNEL		SPDTC
<u>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(s) 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 that are both online-based, classroom and seminars.</p> <p>Marathon specific computer-based training (CBT) can be developed by NCS4. 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, etc. • Create Quick Video Training Clips for different scenarios • Have CPR/AED training for everyone 	<p>Ensure adequate, specialized training and competency requirements.</p>	<p>This can take different forms – paper documents, online modules, or classroom presentation.</p>
<p>3. Establish an event handbook that clearly explains the event’s expectations, rules, and guidelines.</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 (particularly supervisors).</p> <ul style="list-style-type: none"> • Annual security awareness training of non-security staff personnel and others must also be conducted, with a record of training maintained 	<p>Regular documented training</p>	<p>NCS4 offers this type training online.</p>
<p>LEADERSHIP and DEVELOPMENT TRAINING</p>		<p>SPDTC</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Develop, implement and maintain an effective staff training/learning program that covers training ALL staff supervisory levels and prepares them for other positions of leadership.</p>		<p>NCS4 can assist you with developing training programs.</p> <p>Pooled training among marathons on a regional (or larger) basis is a possible solution.</p>
<p>2. Document ALL training and retain these records in paper or digital format for at least 5 years or more if minimum is required by your law.</p> <ul style="list-style-type: none"> • Training records may include: <ul style="list-style-type: none"> a. Date and location of training b. Time of day and duration of each session c. A description of the training 	<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 from should provide you with the training records for those individuals working your venues and should require in your contract elements a-f (to the left).</p>

<ul style="list-style-type: none"> 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 or digital format, for both race staff and public safety, at least 5 years or more if minimum is required by your laws.</p> <ul style="list-style-type: none"> • Exercise records should include: <ul style="list-style-type: none"> a. Description of drill/exercise b. Date held c. List of participants d. List of equipment tested or employed in the exercise e. Name(s) and qualifications of the exercise director(s) f. Any lessons learned to improve planning and response 	<p>This will assist in mitigating legal liabilities surrounding staff training and capabilities from both runners and spectators, as well as employees and volunteers.</p>	<p>If you contract services, the company you contract from should provide you with the training records for those individuals working your events and you should require in your contract elements a-f (to the left).</p>
<p>Continuous Improvement Cycle</p>		
<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 inter-marathon on a regional basis through USTA.</p>
<p>2. Establish a Continuous Improvement Inventory of metrics for 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>STANDARDS and CERTIFICATIONS</p>		<p>SPDTC</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Adopt standards and seek certifications for both the event 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/ security management.</p> <p>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 - making sure they are a nurse, doctor or a CSSP.</p>		<p>NCS4 offers the Certified Sports Security Professional (CSSP).</p>
<p>HIRING and BACKGROUND SCREENING</p>		<p>SPDTC</p>
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Conduct a background check on all personnel working in any capacity of an event (paid or volunteer) based upon their position.</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 	<p>Past issues have arisen when non-screened persons are placed in roles interacting with the public.</p> <p>Such as, convicted pedophiles in contact with minors, convicted thieves handling money, past DUI offenders driving shuttle buses/trams, persons convicted of anger management violence working</p>	<p>NCS4 offers a cost effective training 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>

	in security roles – these project a poor image and reflects badly upon the event while increasing risk.	
<p>2. Ensure personnel meet certain basic skills based upon the roles and responsibilities they will assume.</p> <ul style="list-style-type: none"> • A job related test can assist in evaluating candidates and even volunteers 	<p>Event positions aren't simple/non-thinking roles.</p> <p>Front-end effort pays off during the event.</p>	NCS4 can assist in defining these skills.
<p>3. Ensure personnel meet basic social communication skills/image (dress), including foreign language skills, as they will be interacting with client/customers.</p>	Image	<p>Consider ROTC students who are pre-screened and can be held much more accountable.</p> <p>Also, consider using athletes from other sports, As well as community/service groups, clubs (Lyons, Elk, Kiwanis), church groups, and/or college fraternities/ sororities.</p>

THIRD PARTY CONTRACTS

SPDTC

<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Specify all details of required expectations of performance, roles, skills, qualifications and measurements 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 	To avoid poor contractor performance and legal issues later.	<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>

<ul style="list-style-type: none"> • Conduct your due diligence on potential contractors 		
<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 	To protect the event organization.	
<p>3. Once onboard, integrate into your planning, training and unified command structure.</p>	Avoid “us and them” as it will be defeating.	
<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>	Be in compliance with laws.	
<p>5. Keep track of licensing and certification renewals to ensure they remain valid/current for contract services.</p>		
<p>6. Ensure contract staff are given event 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 	They can’t help patrons if they don’t know the course layout.	

<p>7. Assigned a staff member to observe and evaluate their overall performance during the event.</p>		
<p>RELATIONSHIP BETWEEN 3RD PARTY/POLICE/EVENT ADMIN SPDTC</p>		
<p><u>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 the event changes 	<p>Eliminate potential friction.</p>	<p>Include in Post Orders.</p>
<p>UJOC/LJOC/ROP/EOC OPERATIONS SPDTC</p>		
<p><u>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 OP 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> <ul style="list-style-type: none"> • Prepare documentation setting forth what they need to know 	<p>This is important because they are multi-organizations/agencies.</p>	<p>Training and exercises may vary due to the size of event and the complexity of the events, but at the least should occur prior to each season.</p> <p>Public Safety can lead and assist greatly in this training and through exercises.</p>

POST ORDERS			SPDTC
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. For all events (regardless of size), prepare and employ Post Orders for all 1st and 2nd level staff (full-time, part-time, contract, volunteer) that are both printed and electronic (digital).</p>	<p>Race day workers who are often part-time, seasonal, volunteer or third party contractors frequently lack familiarity of the event and course, as well as their role, responsibilities, methods of communication, and EAP.</p>	<p>NCS4 can provide a template.</p> <p>Post Order's help insure consistency of service and job functioning.</p>	
<p>2. On the back of each staff's name badge put who they need to contact when an incident occurs.</p>			
<p>3. Post Orders should include post description, role, responsibility, communication, emergency procedures and equipment for that post.</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>			
TOOLS FOR EMPLOYEES			SPDTC
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Ensure your staff has the necessary tools to perform their tasks and are trained in using them. Tools may include:</p>	<p>Properly equipped and trained</p>		

<ul style="list-style-type: none"> a. Radio b. Cell phone/smartphone c. Pen and paper (small notebook) d. Flashlight e. Guide f. Weather appropriate clothing g. Staff credential h. Post orders 		
<p>2. Consider using an event software program that helps to manage all race 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>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
Private Security and Law Enforcement		
<p>1. If you use private security, establish boundaries, accountability and partnering with the law enforcement.</p>	<p>Eliminate a <i>them vs. us</i> environment and finger pointing if something goes wrong.</p>	<p>Exercises can foster this process.</p>
<p>2. Plan and train together to help build a team approach.</p>		

EXERCISES		SPDTC
<u>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. Serve to capture lessons learned to refine your planning and response 	<p>Smaller events may not be to exercise all plans each year, but should at least pick one incident in your EAP and exercise it. 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 30 minutes to 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

		<ul style="list-style-type: none"> e. Planning cycle 6-8 months, duration 4-6 hours • FULL SCALE <ul style="list-style-type: none"> a. Deploys personnel, equipment and resources to a specific event b. Evaluates operational capabilities in an interactive manner c. Facilitates communication and coordination across organization for both public and private sectors 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 and planning</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 and future exercises.</p>	

Topical Area: Secure and Safe Aware Culture

CORE FUNCTION/ESSENTIAL COMPONENT/SEAMLESS INTEGRATION			SSAC
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
Integrating the Role of Safety and Security with the Community/Jurisdictions			
<p>1. Shine a positive light on what your organization is doing correctly, reflecting on your concern for safety and security and the community (or communities) of your event.</p>	<p>Don't just be the bearer of bad news; promote positive planning and protective steps.</p>	<p>Promote the value of your event(s).</p>	
<p>2. Provide a bi-annual safety and security preparations briefing to your community leaders (both elected and private), 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>This doesn't mean you divulge sensitive information, but you want them to see you as a value add to community and therefore, deserve Public Safety support.</p>	
<p>3. Set up educational/informative briefings for political jurisdictions effected by the race concerning event safety and security.</p>	<p>Establish relationships and buy-ins.</p>		
CODE OF CONDUCT			SSAC
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>	
<p>1. Develop and maintain "Competitor/Spectator/ Staff/Sponsor Code of Conduct."</p>	<p>Set the bar for what is and isn't acceptable.</p>	<p>Regardless of event size, this is important and generally exist in many other sports.</p>	

<ul style="list-style-type: none"> • Post the “Code of Conduct” in conspicuous areas throughout the course and on your website • Enforce the Code of Conduct once it is established • Advise competitors/spectators, via a public address announcement and/or on course signage, not to interfere with the race, and that a person who interferes may be subject to ejection and/or arrest 	<p>Enforcement discourages unwanted behavior.</p>	
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CAMPAIGN TO INFORM		SSAC
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Establish a “Security Awareness Campaign” through information provided on websites, social media, mailings and signage around the event to reach out to patrons 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.</p>	<p>Engage local media in your campaign, regardless of event size.</p> <p>Solicit the Police Chief(s) and Sheriff(s) to participate in getting the message out.</p> <p>DHS can provide literature.</p>
<p>2. Use running groups, sponsors, and media to get the word out and to help underwrite the program.</p>	<p>Ultimately get total community buy-in; fill the relationship building void.</p>	<p>Look for all potential resources for buy-in and to get the word out.</p>
<p>3. Establish an effort of positive interaction between the community and Law Enforcement.</p>	<p>Build bonds, make an effort</p>	

<p>4. Establish a Community Watch/Policing Program throughout the course 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 community issues, size, geography (urban or rural) and neighborhood.</p>
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Topical Area: Technology Use/Implementation/Innovation/Information Management

TECHNOLOGY USE		TUIIM
<u>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 and UPS). Therefore, without control you must communicate and collaborate to ensure needs are met.</p>	<p>Establish a collaborative team to iron out any issues and establish who has control over what, so that things will run smoothly during the event and that you will have some control over personnel resources.</p>
INFORMATION MANAGEMENT		TUIIM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. In all likelihood, your systems will fall under two environments:</p> <ul style="list-style-type: none"> • Event Organizer • Public Safety 		<p>These systems should be accessible in the UJOC.</p> <p>Depending on the size of the event data is going to be an issue that requires professional support.</p>

<p>These environments must be viewed from these two perspectives, acted upon accordingly and collaboratively where possible.</p>		
<p>2. Identify who owns the information policies and content related to and generated by the various technology systems:</p> <ul style="list-style-type: none"> • Control and use of the system • Controls and views of content and reports • Grants permissions and releases information 	<p>Users frequently are not the owners responsible for technology systems, however, they may be the owners of the information.</p> <p>Therefore, without control you must communicate and collaborate to ensure needs are met.</p>	<p>No matter the size or your agency/organization, collaborating/partnering almost always results in a better outcome.</p> <p>Test IT prior to each event to include video cameras and recording capabilities.</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 of what is yours and partner with the groups over what you don't own.</p> <p>Test IT prior to each event to include video cameras and recording capabilities.</p>
<p>4. Should consider using a command center/event/incident/operations 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 (LEO) 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. Should 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 and be used to measure distances for course modifications • Runner/staff tracking and visual placement 	<p>For visual situational awareness.</p>	<p>This can accommodate RFID/NFC feeds that allow people/vehicle tracking.</p>
<p>Race Registration</p>		
<p>1. Web registration applications serve multiple purposes for safety and security by allowing you to know:</p> <ul style="list-style-type: none"> • Retrievable personal/medical information • Categories of runners to know numbers in each grouping 		
<p>SIMULATION SOFTWARE TUIIIM</p>		
<p><u>BEST PRACTICE</u></p>	<p><u>ISSUE ADDRESSED</u></p>	<p><u>IMPLEMENTATION</u></p>
<p>1. Employ three-dimensional schematics of the course and surrounding areas - allowing for real time interpretation/simulation of runner/crowd movement/tracking, 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 Can also be used for training.</p> <p>Limited applications are better than none at all.</p>

INNOVATION		TUIIIM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. For missing/lost kids and/or seniors - obtain a digital photo from a relative /friend's smartphone/device that can be sent to staff and/or broadcast on video monitors.</p>	<p>Every event has missing/lost kids or seniors which is manpower intensive – communicating a picture offers quicker identification.</p>	<p>Utilize event/agency provided or personal smartphones with imbedded software and free apps.</p> <p>Event/Law Enforcement Officers should have a listing of all employee cell/ smartphone numbers for event so photos can be distributed. These should be disseminated by UJOC and not an individual officer.</p> <p>*May need consent to distribute</p>
<p>2. For ejected individual(s), take a photo when ejected that can be sent to all entry point staff and officers to prevent re-entry and maintain 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>Event/Law Enforcement Officers should have a listing of all employee cell/ smartphone numbers for event so photos can be distributed. Should be disseminated by UJOC and not an individual officer.</p>
<p>3. For injured individual(s), take photos of the injury as well as the person and maintain them in records.</p> <ul style="list-style-type: none"> • Can also be used to transmit an individual's vitals for medical evaluation 	<p>Records maintenance, litigation support</p>	<p>Control distribution and storage.</p>

SOCIAL MEDIA		TUIIIM
<u>BEST PRACTICE</u>	<u>ISSUE ADDRESSED</u>	<u>IMPLEMENTATION</u>
<p>1. Event administrations and LE 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 participants/attendees to inform them with event info.</p> <p>Also allows participants/attendees to report information.</p>	<p>No matter the size of your venue 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 racing event safety and security.</p>		<p>Consider piggybacking on marketing/sales /sponsor acquisition of social media tools.</p>
<p>4. Assign a qualified dedicated person to monitor and communicate via social media.</p> <ul style="list-style-type: none"> • Monitor social media activity for security, safety and threat issues • Follow other events, fan sites and social media feeds to anticipate potential issues at your event 		<p>Work with sponsor’s public information/ communications department to staff this and bring in Law Enforcement Officers as needed (depending on the event).</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)</p>		<p>TUIIIM</p>
<p><u>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 and safety, reduce risk and thereby protect brand and people - thus creating an ROI to the marathon.</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 business entities along and surrounding the course that have camera coverage. Catalog these for future use and ask if they would be willing to provide you a copy of their video during the race.</p>
<p>2. Design and implement an IP based digital CCTV system that delivers video information in a usable security and safety context both along and around the course.</p>		<p>See NCS4 Lab study of various systems.</p> <p>Placement will also be driven by your risk/vulnerability assessment.</p>
<p>3. Provide for central (UJOC/CP/Ops) and remote viewing/monitoring.</p>		<p>Technology exists to allow viewing on a smartphone.</p>

<p>4. Understand and explore analytics to enhance/interpret/spot anomalies that are drawing viewers’ attention and adding value.</p>	<p>Predictive/preventive</p>	
<p>5. Have sufficient storage capacity to retain images on CCTV systems.</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 event from potential litigation.</p>
<p>6. 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>	<p>Human limitations of monitoring multiple feeds can be compensated with technology.</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>

WEATHER TECHNOLOGY	TUIIIM
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<u>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 events, so the more advance warning you can get the better.</p>	<p>Check with your local TV station and offer your event as a monitoring base for their meteorologist. This will allow for dual use and give you greater accuracy.</p>

<p>2. Employ multiple communication tools (PA, video boards, radio, sirens, social media, etc.) to alert and advise of impending weather issues and actions for attendees to follow.</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>Staff smartphone’s can be used to direct patrons to safely protect them from severe weather.</p>
<p>3. Develop distance and severity triggers based upon monitors that allow you to take appropriate and timely action.</p>		
<p>COMMUNICATIONS TECHNOLOGY</p>		<p>TUIIIM</p>
<p>1. Mobile/wireless communications are extensively used at races 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>Emergency Management can assist you in selection, networking and use.</p>
<p>2. Since this technology is ever evolving, which will only enhance your ability to communicate in both directions, continually monitor the changes.</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 technology so have a fallback capability.</p>	

TIMING and SCORING		TUIIIM
<p>1. NFC/RFID technology now allows for tracking runners and staff along the entire course.</p> <ul style="list-style-type: none"> • This can connected to GIS and simulation systems with real time projection and allow you to run 'what-if" scenarios 	<p>Runner/staff location</p>	<p>This means that if an incident occurs, you know where the participants and staff are located from the smallest to the largest groupings and in proximity to what.</p> <p>This helps in water staging, medical staging, course roll-up and sheltering needs at any given time/point.</p>

APPENDICES

Appendix I: Table of Abbreviations

AAR	After Action Review	IT	Information Technology
AED	Automated External Defibrillator	JIC	Joint Information Center
BATF	Bureau of Alcohol, Tobacco and Firearms	JTTF	Joint Terrorism Task Force
CAD	Computer Aided Drawing	LE	Law Enforcement
CCTV	Closed Circuit Television (i.e., video surveillance)	LEO	Law Enforcement Officer
CLE	Campus Law Enforcement	MACC	Multi Agency Command Center
CP	Command Post	MSDS	Material Safety Data Sheet
CPTED	Crime Prevention through Environmental Design	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)	ROP	Race Observation Post
EM	Emergency Management	ROTC	Reserve Officer Training Course
EMS	Emergency Medical Services	SESA	Sport Event Security Aware
EMT	Emergency Medical Technician	SMCC	Specialized Management Coordination Committee
EOC	Emergency Operations Center	SSA	Special Security Area
EOD	Explosive Ordnance Disposal	UAS	Unmanned Aerial System
ESSC	Executive Safety and Security Committee	UAV	Unmanned Aerial Vehicle
FAA	Federal Aviation Administration	UJOC	Unified Joint Operations Center
GETS	Government Emergency Telecommunications Service	UPS	Uninterrupted Power System
HVAC	Heating, Ventilation, Air Conditioning	USPS	US Postal Service
IC	Incident Commander	VBIED	Vehicle Borne Improvised Explosive Device
ICS	Incident Command System	VOIP	Voice Over Internet Protocol
ID	Identification	WMD	Weapons of Mass Destruction
Intel	Intelligence	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

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 Lapidés

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 Marathon Safety and Security Summit Sponsors

ESRI

GIS software from ESRI enables you to capture and create an integrated picture of information in the form of interactive applications, templates and reports that are available anywhere, any time, and on any device. ArcGIS will help you unlock the spatial component of your event management information, allowing you to see your organization's information from a new perspective, enabling multi-jurisdictional information sharing, and letting you seamlessly communicate important situational awareness information with your partners and stakeholders. In this way, Esri has successfully supported numerous events of all shapes and sizes, enabling them to be run more efficiently and safely.

For more information, visit www.esri.com.

imATHLETE

imATHLETE is a different kind of registration company. Blending registration, training and e-commerce technology with the social networking inherent in participatory sports, they are a leading force in the sporting world. With its industry-changing technology, imATHLETE is one of the fastest growing companies in the market. They are transforming the relationship between event organizers and their participants. imATHLETE's clients and partners include the OneAmerica 500 Festival Mini-Marathon, ASICS Los Angeles Marathon, Austin Marathon, Bike New York, GORE-TEX Philadelphia Marathon, Dallas Marathon, Twin Cities in Motion, American Trail Running Association, and thousands of others.

To learn more about imATHLETE, visit www.imATHLETE.com or contact events@imATHLETE.com.

Appendix IV: National Summit Safety and Security Summit Steering Committee

Virginia Brophy Achman, Executive Director
Twin Cities Marathon

Angela Anderson, Deputy Director
Marine Corps Marathon

George Banker, Operations Manager
Army Ten-Miler

John Bertsch, Director of Public Safety
Ironman World Championships

Ted Metellus, Course Director
Competitor Group

Kyle McLaughlin, Senior Manager, Events and Logistics
TCS New York City Marathon

Wade Morehead, Executive Director
Houston Marathon

Josh Nemzer, Operations Manager
Boston Marathon

Mike Nishi, SVP/General Manager
Chicago Marathon

Dr. Stu Weiss, Medical Director
TCS New York City Marathon

Rich Harshbarger, CEO
Running USA

Christine Bowen, Conference and Education Director
Running USA

Appendix V: December 16-18, 2014 National Marathon Safety and Security Summit Attendees and Best Practices Contributors

Virginia Achman	Twin Cities Marathon	Frederick Gardy	Circuit of the Americas
Stacey Aguiar	IRONMAN World Championship	Mike Garrit	Little Rock Marathon
Jenny Atas	Detroit Free Press, Talmer Bank Marathon	Steve Georgas	Chicago Police Department
Chris Balog	Big Sur International Marathon	Matt Gibson	Kentucky Derby Festival
Corrie Beaman	Homeland Security - OlandA	George Glenn	TEEX/NERRTC
Barbara Bennage	Detroit Free Press, Talmer Bank Marathon	Don Griffis	FanSafety.Org
John Bertsch	IRONMAN World Championship	Rick Guynes	Mississippi Blues Marathon
Ed Brickley	TEEX/NERRTC	Stan Harmon	Little Rock Police Department
Christopher Broderick	New York City Police Department	Craig Harrison	Competitor Group, Inc.
Bill Brown	Grandma's Marathon	Rich Harshbarger	Running USA
Brett Burdick	Virginia Dept. of Emergency Management	Pat Hart	Fort Lauderdale Police Department
Matt Burks	City of Little Rock	Jennifer Hazard Davis	imATHLETE
Jon Carlson	Grandma's Marathon	Jim Heim	New York Road Runners
Charles Chandler	The University of Southern Mississippi	Mark Helgeson	NCS4
George Chiampas	Bank of America Chicago Marathon	Bob Hunthrop	Little Rock Fire Department
Peter Ciaccia	TCS New York City Marathon	Patricia Kelly	Detroit Free Press, Talmer Bank Marathon
Doug Coney	Little Rock Fire Department	Troy Killian	Louisville Sports Commission
Lauren Cranford	NCS4	Joey LaBella	Boilermaker Road Race
Tony Crites	TEEX/NERRTC	Geneva Lamm	Little Rock Marathon
Jeffrey Decker	Twin Cities In Motion	Deja Lawson	Kentucky Derby Festival
Alison Crumpton	NCS4	Hank Lawson	TEEX/NERRTC
David Deigan	Advanced Flexible Materials LLC/Heatsheets	Charles Lester	INCONTROL
Peter Delaney	RunVermont	Todd Lomento	East Hartford Fire Department
Dan DeMott	NCS4	Doug Manning	The University of Southern Mississippi
Jonathan Dziuba	Louisiana Marathon	Lou Marciani	NCS4
Stacy Escudero	Los Angeles Marathon, LLC	Jim Marino	Blue Cross Broad Street Run 10 Miler
Jim Estes	USA Track and Field	Jeff Matlow	imATHLETE
Chris Falk	Advanced Flexible Materials LLC/Heatsheets	Charlie McGinty	ITC Security Partners

Marc Fridley	Tactical Medical Solutions, Inc.	Chris McIntosh	Esri
Don McKinnon	Department of Homeland Security	Russ Simons	Venue Solutions Group
Kyle McLaughlin	TCS New York City Marathon	Max Spriggs	Little Rock Fire Department
Tim McMahan	imATHLETE	Paul Stapleton	Stapleton Group
Ted Metellus	Competitor Group, Inc.	Jim Stasaitis	Boilermaker Road Race
Josh Miller	Hartford Marathon Foundation	Dee Stathis	Pittsburgh Three Rivers Marathon Inc.
Katherine Miller	NCS4	Laine Thomas	Crescent City Classic
Wade Morehead	Houston Marathon	Gabby Thornton	NCS4
Josh Nemzer	Boston Athletic Association	Doug Thurston	Big Sur International Marathon
Mike Nishi	Chicago Event Management, Inc.	Truman Tolefree	Little Rock Marathon
Sean Oates	Landmark Event Staff	Ed Trapp	Pittsburgh Bureau Police
Christine Packard	Massachusetts Emergency Mgmt Agency	Michael Tusken	Duluth Police Department
Jon Pedder	Esri	Elizabeth Voorhees	NCS4
Gina Pharis	Little Rock Marathon	Daniel Ward	NCS4
Carey Pinkowski	Bank of America Chicago Marathon	David Waskowski	Bank of America Chicago Marathon
Demetrios Pyrros	EKAB National Centre of Emergency Care	Michael Wattigny	Gulf Coast Event Group
Patrick Riley	IRONMAN World Championship	Stu Weiss	TCS New York City Marathon
Terry Ryan	Twin Cities in Motion	Patrick Welsh	NCS4
Bret Schmidt	Marine Corps Marathon	Matthew West	DMSE Sports
Tom Schoemann	The University of Southern Mississippi	Celestina Williams	Arkansas State Fusion Center
Kurt Schwartz	Massachusetts Emergency Management Agency	Craig Wooten	Tactical Medical Solutions, Inc.
Beth Shluger	Hartford Marathon Foundation		